

UMZIMKHULU LOCAL MUNICIPALITY

FINAL INTEGRATED DEVELOPMENT PLAN FOR 2012/2013 FINANCIAL YEAR



June 2012
MUNICIPAL MANAGER
169 MAIN STREET
UMZIMKHULU
3297

Tel. 039-259 5000

Fax. 039-259 0427

E-mail info@umzimkululm.gov.za

TABLE OF CONTENTS

SECTION A: EXECUTIVE SUMMARY.....	8
1.1 OVERVIEW OF THE MUNICIPALITY.....	8
1.1.1 <i>Legislative Mandate</i>	8
1.2. CURRENT SITUATION.....	8
1.3. KEY CHALLENGES AND OPPORTUNITIES.....	9
1.3.1 <i>Opportunities</i>	9
1.3.2 <i>Threats</i>	10
1.3.3 <i>Strengths</i>	10
1.3.4 <i>Weaknesses</i>	10
1.4. PRIORITY STRATEGIES	11
1.5. CRITICAL TARGETS	12
1.6. PROGRESS	13
1.7. PROCESS OF IDP	14
1.7.1 <i>Objective of IDP Review Process</i>	14
1.7.2 <i>Overview of the Approach to 12/13 IDP</i>	14
1.7.3 <i>A Current Situational Analysis was conducted and it covered the following key areas:</i>	14
1.7.4 <i>Development Strategies</i>	15
1.7.5 <i>Other Key Focus Areas</i>	15
SECTION B: CONTEXT AND SITUATIONAL ANALYSIS.....	16
2.1 LEGISLATIVE MANDATES.....	16
2.1.1 <i>The Constitution of the Republic of South Africa</i>	16
2.1.2 <i>Municipal Structures Act</i>	17
2.1.3 <i>Municipal Systems Act</i>	17
2.1.4 <i>Municipal Finance Management Act (MFMA)</i>	18
2.1.5 <i>Intergovernmental Relations Framework Act (IGR)</i>	18
2.1.6 <i>Local Government Turnaround strategy 2009</i>	19
2.2 SUMMARY OF PREVIOUS (2011) MEC COMMENTS.....	20
2.3 DISTRICT GROWTH AND DEVELOPMENT SUMMIT ACTION PLAN	21
2.4 STATUS QUO ANALYSIS	24
2.4.1 <i>Introduction</i>	24
2.4.2 <i>Regional Location</i>	24
2.4.3 <i>District Location Context</i>	25
2.4.4 <i>IDP Guidelines</i>	25
2.4.5 <i>Development of the Plan</i>	26
2.5. PURPOSE, OBJECTIVE AND APPROACH ADOPTED	26
2.5.1 <i>Purpose of Document</i>	26
2.5.2 <i>Objective of IDP Review Process</i>	26
2.5.3 <i>Overview of the Approach to 2012/13 IDP</i>	27
2.5.4 <i>Role Players</i>	27
2.5.5 <i>Schedule of the Planned Activities to Align with IDP, Budget and PMS Process Management Plan for 2012/13</i>	28
2.6. DEMOGRAPHICS	33
2.6.1 <i>Overview of the Current State of South Africa's Population</i>	33

2.6.2.	<i>Local Demographic Analysis</i>	35
2.6.3.	<i>Racial distribution</i>	35
2.6.4.	<i>Gender Distribution</i>	36
2.6.5.	<i>Age Distribution</i>	37
2.6.6.	<i>Education Profile</i>	37
2.6.7.	<i>Employment Status</i>	39
2.6.8.	<i>Individual Monthly Income</i>	39
2.6.9.	<i>Health</i>	40
2.6.10.	<i>HIV / AIDS</i>	41
2.6.11.	<i>Safety and security</i>	41
2.6.12.	<i>Sport and Recreation</i>	42
2.6.13.	<i>Social Development</i>	42
2.6.14.	<i>Special Focus Groups</i>	43
2.6.15	<i>Transportation</i>	44
2.6.16.	<i>Summary of issues</i>	45
2.7.	INFRASTRUCTURE	47
2.7.1.	<i>Electricity</i>	50
2.7.2.	<i>Roads</i>	52
2.7.3.	<i>Water</i>	52
2.7.4.	<i>Sanitation</i>	53
2.7.5.	<i>Refuse removal</i>	54
2.7.6.	<i>Housing</i>	55
2.7.7.	<i>Summary of issues</i>	63
2.8.	ENVIRONMENTAL ISSUES	63
2.8.1.	<i>Environment</i>	63
2.8.2.	<i>Climate</i>	64
2.8.3.	<i>Wetlands/Riparian Delineation</i>	66
2.8.4.	<i>Vegetation Survey</i>	66
2.9.	ECONOMIC DEVELOPMENT	67
2.9.1.	<i>Agriculture</i>	68
2.9.2.	<i>Forestry</i>	69
2.9.3.	<i>Community, social and other personal services</i>	70
2.9.4.	<i>Trade and tourism</i>	70
2.9.5.	<i>Finance and Business Services</i>	72
2.9.6.	<i>Conclusion</i>	72
2.10	STAKEHOLDER NEEDS AND PRIORITY ISSUE	73
2.10.1.	<i>Sisonke District Municipality</i>	73
2.10.2.	<i>UMzimkhulu Local Municipality</i>	73
2.10.3.	<i>Community Services department</i>	73
2.10.4	<i>Corporate Services Unit</i>	74
2.10.5	<i>Infrastructure Services Unit</i>	75
2.10.6	<i>Planning and Housing</i>	75
2.10.7	<i>Finance</i>	75
2.10.8	<i>Department of Agriculture</i>	75
2.10.9	<i>Department of Health</i>	77
2.10.10	<i>Department of Social Development</i>	77
2.10.11	<i>Department of Home Affairs</i>	78
2.10.12	<i>Department of Education</i>	78
2.10.13.	<i>SASSA</i>	78
2.10.14.	<i>Department of Transport</i>	79

2.10.15 Singisi Forests	79
2.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION	79
2.11.1 Participatory Structures	79
ALIGNMENT OF THE IDP WITH OUTCOME 9	81
SECTION C: DEVELOPMENT STRATEGIES	82
3.1. INTRODUCTION.....	82
3.2. NATIONAL AND PROVINCIAL POLICY PERSPECTIVE	82
3.2.1 National Spatial Development Perspective (NSDP).....	82
3.2.2 ASGISA.....	83
3.2.3. New Growth Path.....	83
3.2.4 Provincial Growth and Development Strategy (PGDS).....	84
3.2.5. Millennium Development Goals-2015.....	85
3.3. VISION, MISSION AND CORE VALUES.....	86
3.3.1. Vision	86
3.3.2. Mission	86
3.3.3 Core Values.....	86
3.4. UMZIMKHULU MUNICIPALITY STRATEGIC ISSUES.....	86
3.4.1. Highlights on the Municipality's strategic issues	86
3.4.2 Strategic Objectives and Strategies	88
3.5 ALIGNING KEY PERFORMANCE AREAS TO MUNICIPAL LONG TERM GOALS	88
SECTION D: HIGH LEVEL SDF	89
4.1 CONTEXTUAL ANALYSIS.....	89
4.2 PROPOSALS FOR A SPATIAL DEVELOPMENT FRAMEWORK – INTERPRETATION OF THE STRUCTURAL ELEMENTS IN A SPATIAL CONTEXT.....	91
4.2.1. Desired Spatial Form	91
4.2.2. Settlement Nodes and Hierarchy	91
4.2.3 Urban Edge	92
4.2.4 Corridors / Mobility Routes	93
4.2.5 Tourism Nodes and Hierarchy and Related Structural Elements.....	93
4.2.6 Conservation / Open Space	94
4.2.7 Strategic Areas – Priority Basic Needs.....	94
4.2.8 Strategic Areas – Opportunity Based	94
4.2.9 CBD Expansion/Regeneration	95
SECTION E: SECTOR INVOLVEMENT	97
5.1 SECTOR INVOLVEMENT	97
SECTION F: IMPLEMENTATION PLAN	99
6.1. COMBINED DEPARTMENTS.....	99
SECTION G: PROJECTS	101
7.1. PROJECT LIST.....	101
7.1.1 Spatial Development Framework.....	141
Good Governance and Community Participation Projects for Wards	142
SECTION H: FINANCIAL PLAN AND SDBIP	146
8.1 OVERVIEW OF FINANCIAL PLAN – 2011/2012 TO 2015/2016	146
8.1.1 Introduction.....	146
8.1.2 Financial planning	147

8.1.3	<i>Financial resources</i>	147
8.2	FINANCIAL PLAN ASSUMPTION.....	148
8.2.1	<i>Financial plan results</i>	148
8.3.	REVENUE ENHANCEMENT, DEBT COLLECTION AND CREDIT CONTROL AND CUSTOMER CARE AND MANAGEMENT	152
8.3.1	<i>Debt collection and credit control</i>	152
8.3.2.	<i>Customer Care and Management</i>	154
8.3.3.	<i>Revenue Enhancement</i>	154
8.4.	SDBIP	155
8.5	FINANCIAL POLICIES	155
8.6	AUDITOR GENERAL'S RECOMMENDATIONS	156
SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM.....		179
9.1	INTRODUCTION.....	179
9.2.	UMZIMKHULU MUNICIPALITY'S ORGANOGRAM	180
9.2.1.	<i>Overall Purpose</i>	180
9.2.2.	<i>Functions</i>	180
9.2.	MUNICIPAL ANNUAL PERFORMANCE REPORT 2010/1011.....	189
SECTION J: ANNEXURES.....		194

LIST OF TABLES

TABLE 1: IDP PRIORITY AND OBJECTIVES.....	11
TABLE 2: CRITICAL TARGETS	12
TABLE 3: POWERS AND FUNCTIONS OF MUNICIPALITIES.....	16
TABLE 4: SUMMARY OF 2011/12 MEC COMMENTS	20
TABLE 5: DISTRICT WIDE GROWTH AND DEVELOPMENT ACTION PLAN.....	22
TABLE 6: IDP REVIEW 2012/2013 PROGRAMME	28
TABLE 7: STRATEGIC FOCUS AREAS OF THE POPULATION STRATEGY	34
TABLE 8: EMPLOYMENT STATUS.....	39
TABLE 9: INDIVIDUAL MONTHLY INCOME RANGES.....	39
TABLE 10: INFRASTRUCTURAL STATUS OF CLINICS	40
TABLE 11: ELECTRIFICATION STATUS ULM.....	51
TABLE 12: HOUSEHOLDS' ACCESS TO PIPED WATER.....	53
TABLE 13: HOUSEHOLDS ACCESS TO SANITATION FACILITIES.....	53
TABLE 14: HOUSEHOLDS' ACCESS TO REFUSE DISPOSAL	54
TABLE 15: FUTURE PROJECTS.....	61
TABLE 16: PUBLIC PARTICIPATION MEETINGS	81
TABLE 17: KPA ALIGNMENT.....	88
TABLE 18: ALIGNMENT OF PROGRAMMES.....	98
TABLE 19: PROJECT LIST	101
TABLE 20: AGS ACTION PLAN.....	157
TABLE 21: MUNICIPAL DEPARTMENTS AND THEIR FUNCTIONS.....	181
TABLE 22: MUNICIPAL ANNUAL PERFORMANCE REPORT 2010/2011	189

LIST OF FIGURES

FIGURE 1: UMZIMKHULU LOCALITY PLAN.....	24
FIGURE 2: UMZIMKHULU WITHIN SISONKE DISTRICT CONTEXT.....	25
FIGURE 3: POPULATION PROJECTIONS.....	35
FIGURE 4: RACIAL DISTRIBUTION OF THE POPULATION	35
FIGURE 5: GENDER DISTRIBUTION.....	36
FIGURE 6: AGE GROUP DISTRIBUTION.....	37
FIGURE 7: EDUCATIONAL STATUS.....	37
FIGURE 8: ROAD NETWORK WITHIN UMZIMKHULU MUNICIPALITY	44
FIGURE 9: GRAPHICAL REPRESENTATION OF THE STATUS OF SOCIAL AND INFRASTRUCTURE SERVICES WITHIN ULM	46
FIGURE 10: HOUSEHOLDS USES OF ELECTRICITY, (COMMUNITY SURVEY 2007)	50
FIGURE 11: HOUSEHOLD ACCESS TO WATER AND SANITATION.....	54
FIGURE 12: HOUSING SECTOR PLAN.....	58
FIGURE 13: HOUSING AREAS	59
FIGURE 14: LAND COVER.....	64
FIGURE 15: TOURISM SECTOR PLAN.....	71
FIGURE 16: REVISED SPATIAL DEVELOPMENT PLAN.....	96

SECTION A: EXECUTIVE SUMMARY

1.1 OVERVIEW OF THE MUNICIPALITY

UMzimkhulu is a local municipality in KwaZulu Natal. It is one of five local municipalities that make up Sisonke District Municipality, together with a district management area. It is the most populated of the Sisonke municipalities, accounting for 33% of the district's population. The municipal area consists of 20 wards, and traditional areas comprise of 46% of the region. The population of UMzimkhulu is about 246660 in an area that covers 2,435.4 km², of the population, about 90,8% reside in rural areas, while the remaining 9,2% are urban based. The population density is 71,6 persons/km². Around 45.3% of the population of UMzimkhulu is younger than 14 years of age, while 26,1% of the population are between 14 and 34 years of age. Households headed by women are in the majority at 64,8% of the population. There is thus a need to implement youth-development programmes and, for the most part, target women in stimulating nodal economic growth. Xhosa (80%) is the predominant language in the node.

1.1.1 Legislative Mandate

The IDP review process is predominantly guided by various legislations and policies, which have to be carefully considered to ensure alignment and adherence of the municipality. These policies and legislative frameworks include amongst others the following:

- ⇒ The Constitution of the Republic of South Africa
- ⇒ Municipal Structures Act
- ⇒ Municipal Systems Act
- ⇒ Municipal Finance Management Act
- ⇒ National Spatial Development Perspective
- ⇒ Accelerated Shared Growth Initiative for South Africa (ASGISA)
- ⇒ Provincial Growth Development Strategy
- ⇒ Joint Initiative on Priority Skills Acquisition (JIPSA)
- ⇒ Millennium Development Goals-2015

1.2. CURRENT SITUATION

UMzimkhulu has a large proportion of the population that has low education level or none. This has led to a decline in skilled labour in the area. The education level has also affected the income of various households because a large percentage of the population households earn below R800 per month and are dependent on social services and grants.

Income in the "Urban" component of the Municipality (Former R293 and UMzimkhulu Town) is generally higher than in the balance of the Municipality. The nature of poverty in areas within UMzimkhulu needs to be understood at the community level to ensure appropriate development and prioritization of funding.

In view of the above, it is proposed that poverty alleviation programmes, provision of basic services and access to social grants be focused on the wards defined as “worst off” areas, as a priority. The provision of health services in the area needs to be improved to reach the ‘hard to reach’ areas in UMzimkhulu.

Safety and Security is another aspect that needs to be addressed in terms of providing resources to the various police stations and satellite stations so that the services can be provided effectively. More structured intervention to establish CPF’s is needed to better implement the set of laws.

There are various sport facilities that are currently being built by the municipality; however some of these facilities are plagued by problems because of the poor quality of the structures built. The municipality adopted provision of one sportfield per ward and this programme is being implemented through allocation received from the Department of Sports & Recreation.

Currently bakkies, taxis and busses are the most used mode of transportation in the area. However the transport sector needs to be regulated. Whilst a lot of effort has been put for the rehabilitation of roads, they however still remain in poor conditions. Access to some villages is only possible through the use of light delivery vehicles (bakkies) and this has affected the economic development of these areas as the community has little access to transport.

There are many villages in UMzimkhulu that still have not been electrified. The Electricity Service Delivery Plan provides for the investigation for all electrification backlogs within UMzimkhulu Local Municipality.

The priority for refuse collection is the identification of a suitable landfill site and management thereof. Other methods of waste disposal in rural areas should be considered and the current methods pollute the underground sources of water. The municipality procured a refuse removal truck that is currently in use.

The UMzimkhulu Municipality has no Municipal owned housing stock that are leased or rented out to the community and government departments. As a result, the municipality is not generating revenue from rent. The land audit has assisted in clarifying the various land legal issues that are arising in the municipality and thereafter investments can be made in various areas without the fear of land claims.

1.3. KEY CHALLENGES AND OPPORTUNITIES

The situation analysis is primarily focused on the dynamics of both the internal and external environments, which in turn informs the strategic priorities.

External Environment – service delivery environmental opportunities and challenges:

1.3.1 Opportunities

- ⇒ UMzimkhulu Local Municipality is declared as a Nodal Area having an opportunity to access funding and support from different stakeholders.
- ⇒ Good public and community participation.

- ⇒ Availability of capacity building programmes offered by both national and provincial government.
- ⇒ Political determination to assist on finance matters.
- ⇒ Introduction of Property Rates Act that will assist municipalities to maximize revenue and become sustainable.
- ⇒ Availability of finance best practices and prescripts.

1.3.2 Threats

- ⇒ The municipality has a low revenue base.
- ⇒ Low private sector investment.
- ⇒ High poverty rate.
- ⇒ High unemployment rates.
- ⇒ Appeals relating to valuation rolls.
- ⇒ Limited service providers in the specialized fields resulting in difficulty in applying the PPPFA.
- ⇒ Limited local service providers from preferential groups (women, disabled, youth and cooperatives).
- ⇒ Lack of local contractors with high CIDB grading.
- ⇒ Instability in the South African political environment

Internal Environment: organizational opportunities and challenges:

1.3.3 Strengths

- ⇒ Improvement in Audit Opinion.
- ⇒ Ability to meet the clients and other stakeholders needs.
- ⇒ Committed team.
- ⇒ Internal good management and leadership.
- ⇒ Compliance with statutory regulations.
- ⇒ Having a revenue enhancement strategy.
- ⇒ Good customer service.
- ⇒ Introduction of policies and bylaws.

1.3.4. Weaknesses

- ⇒ Lack of co-operation from other departments within the municipality.
- ⇒ Lack of internal system controls.
- ⇒ Debt management system not yet achieved.
- ⇒ Lack of office space and conducive work environment.
- ⇒ High staff shortages.

1.4. PRIORITY STRATEGIES

Table 1: IDP Priority and Objectives

KPA	IDP Priorities and Objectives
MUNICIPAL TRANSFORMATIONAL AND INSTITUTIONAL DEVELOPMENT	To build capacity and skills of the community, councilors and staff of UMzinkhulu Local Municipality to deepen democratic participation in decision making and all development processes and to facilitate horizontal and vertical communication with all stakeholders
	To develop an organizational architecture, business processes and policies, which will enable the municipality to fulfill its constitutional and legislative mandates and achieve its vision and mission
LOCAL ECONOMIC DEVELOPMENT (LED)	To facilitate growth and development of the local economy in a way that generates opportunities for sustainable job creation, poverty reduction and improves BBEE
	To address issues of youth, women, disabled and vulnerable sectors of society on an integrated basis
	To manage and promote informed integrated planning , development, and housing and local economic development that accelerates service delivery and ensures sustainable communities
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	To reduce the backlog in services such as waste removal and physical infrastructure such as roads as well as social infrastructure such as clinics, sports and recreation facilities, libraries and arts and culture
	To ensure that the number of households eligible for free basic services is increased
	To manage and promote informed integrated planning , development, and housing and local economic development that accelerates service delivery and ensures sustainable communities
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To manage municipal financial resources in a way that will ensure financial sustainability
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	To develop systems to facilitate co-operative governance and inter-governmental relations especially with the district, other spheres of government and service providers to maximize the development impact within UMzinkhulu Local Municipality
	To mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the main development agenda of the municipality and to address them holistically viability and sustainability, and the alignment of the budget with the needs and priorities of the stakeholders

1.5. CRITICAL TARGETS

- 1) To develop systems to facilitate co-operative governance and inter-governmental relations especially with the district, other spheres of government and service providers to maximise the development impact within UMzimkhulu Local Municipality
- 2) To build capacity and skills of the community, councillors and staff of UMzimkhulu Local Municipality to deepen democratic participation in decision making and all development processes and to facilitate horizontal and vertical communication with all stakeholders.
- 3) To reduce the backlog in services such as waste removal and physical infrastructure such as roads as well as social infrastructure such as clinics, sports and recreation facilities, libraries and arts and culture.
- 4) To manage municipal financial resources in a way that will ensure financial viability and sustainability, and the alignment of the budget with the needs and priorities of the stakeholders.
- 5) To mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the main development agenda of the municipality and to address them holistically.
- 6) To develop an organisational architecture, business processes and policies, which will enable the municipality to fulfil its constitutional and legislative mandates and achieve its vision and mission.
- 7) To facilitate growth and development of the local economy in a way that generates opportunities for sustainable job creation, poverty reduction and improves BBBEE.
- 8) To address issues of youth, women, disabled and vulnerable sectors of society on an integrated basis.
- 9) To ensure that the number of households eligible for free basic services is increased.
- 10) To manage and promote informed integrated planning, development, housing and local economic development that accelerates service delivery that ensures sustainable communities.

Efforts to realize the aforementioned critical targets have been made and following table highlights.

Table 2: Critical Targets

NO	CRITICAL TARGET	COMMENTS/REMARKS
1	Develop systems to facilitate co-operative governance and inter-governmental relations	The municipality has appointed a Cooperative Manager who is responsible for developing and implementing systems that embraces cooperative governance and inter-governmental relations
2	Build capacity and skills of the community, councillors and staff of UMzimkhulu Local Municipality	The public participation strategy, workplace skills plan and a Turn Around Strategy have been developed to address the capacity of councilors and municipal staff
3	Reduce the backlog in services such as waste removal and physical infrastructure such as roads as well as social infrastructure (Sports fields, clinics, libraries, etc)	Currently the municipality has developed an Infrastructure Capital Development Plan which addresses basic services backlog. There is a budget allocation that is meant to address the backlogs over a period

		of 3 years and service providers are busy implementing the projects.
4	Manage municipal financial resources in a way that will ensure financial viability and sustainability	The financial strategies and policies are in place and are being implemented
5	Mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the main development agenda of the municipality and to address them holistically	The municipality has established a special program unit dealing with poverty alleviation, elderly, people living with disabilities, youth and HIV/AIDS programs. The municipality has also established a disability desk and councils for youth and women empowerment
6	Develop an organisational architecture, business processes and policies, which will enable the municipality to fulfil its constitutional and legislative mandates and achieve its vision and mission	The municipality adopts organogram in-line with the IDP annually. New policies that will assist the municipality achieve its constitutional and legislative mandates have developed and adopted.
	Facilitate growth and development of the local economy in a way that generates opportunities for sustainable job creation, poverty reduction and improves BBEE	The municipality has initiated and supported projects that have created job opportunities and reducing poverty
8	Address issues of youth, women, disabled and vulnerable sectors of society on an integrated basis	The municipality has embarked on various programs that address issues of youth; women, disabled and the vulnerable people (See point 2.6.10 - 2.6.14 and 2.10.10)
9	Ensure that the number of households eligible for free basic services is increased	The municipality has adopted the indigent policy and registration of beneficiaries is opened throughout the year
10	Manage and promote informed integrated planning, development, housing and local economic development that accelerates service delivery that ensures sustainable communities	The municipality has developed sector plans that integrate other related sectors to ensure that the issues or services affecting each sector are dealt with holistically

1.6. PROGRESS

Institutional Level and the IDP

It is important at the Municipality, that the Council and management should have access to the appropriate information for considering and making timeous interventions to uphold or improve the capacity of its delivery systems. The performance of any **municipality as a service delivery mechanism** is fundamentally determined by factors enabling it to perform its constitutional and statutory mandates. It is important that these causal and contributory factors for performance excellence at the municipality be measured to determine performance gaps timeously with the objective to respond with appropriate remedial interventions.

At institutional level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives.

The measures set for the Municipality at institutional level is captured in an **institutional scorecard** structured in terms of the preferred performance management model of the Municipality. The measures at operational level are to be captured in the SDBIP of the Municipality and the SDBIPs of the various Departments in the Municipality.

1.7. PROCESS OF IDP

1.7.1 Objective of IDP Review Process

UMzimkhulu Municipality strives to uphold the IDP as an effective service delivery management tool for the municipality. This includes:

- ⇒ creating a greater level of focus to priority issues and thereby improving on the document structure so that the municipal issues are easy to understand;
- ⇒ aligning this strategic document with the realities of the resources, both financial and human, available;
- ⇒ alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
- ⇒ Alignment of the IDP with the various sector plans.
- ⇒ Alignment of the IDP with PMS and Municipal Annual Budget

1.7.2. Overview of the Approach to 12/13 IDP

The key activities for the process included:

- ⇒ the Strategic Review of the contents of the 2011/12 IDP;
- ⇒ addressing MEC Comments
- ⇒ the identification of sector plans;
- ⇒ alignment of IDP/PMS and Budget process
- ⇒ alignment with sector departments and service providers;
- ⇒ integrating IDP and Sector Plans with the resource framework;
- ⇒ finalizing LUMS;
- ⇒ the review of Spatial Development Framework;
- ⇒ the review of three year financial plan to develop five year strategic financial plan
- ⇒ the development of Service Delivery and Budget Implementation Plan; and
- ⇒ the preparation of the IDP.

1.7.3 A Current Situational Analysis was conducted and it covered the following key areas:

- ⇒ Local and Regional Context
- ⇒ Demographics
- ⇒ Infrastructure;
- ⇒ Environmental Issues;
- ⇒ Economic Development;
- ⇒ Stakeholder Analysis;
- ⇒ Public Participation

- ⇒ Financial
- ⇒ Administration

1.7.4. Development Strategies

A strategic framework was developed that covers the following:

- ⇒ Vision, Mission and Core Values
- ⇒ Strategic Objectives and Strategies
- ⇒ Key Performance Indicators

1.7.5. Other Key Focus Areas

The IDP Review document also covered the following areas:

- ⇒ Spatial Development Framework
- ⇒ Sector Involvement and Support
- ⇒ Implementation Plan
- ⇒ Projects
- ⇒ Financial Plan
- ⇒ Disaster Management
- ⇒ Organizational Performance Management System
- ⇒ Annexure and Appendices

SECTION B: CONTEXT AND SITUATIONAL ANALYSIS

2.1 LEGISLATIVE MANDATES

Municipalities are guided by various legislations and policies, which have been carefully considered whilst compiling this document.

2.1.1 The Constitution of the Republic of South Africa

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) provides the local government objectives as follows:

- a) To provide democratic and accountable government for local communities;
- b) To ensure the provision of services to communities in a sustainable manner;
- c) To promote social and economic development;
- d) To promote a safe and healthy environment; and
- e) To encourage the involvement of communities and community organizations in the matters of local government.

Section 152 (2) provides that "...a municipality must strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1)." Section 156 provides powers and functions of municipalities.

The following **Table 2** indicates powers and functions of municipalities as stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution:

Table 3: Powers and Functions of Municipalities

Schedule 5 Part B	Schedule 4 Part B
Functional Areas of Concurrent National and Provincial Legislative Competence	Functional Areas of Exclusive Provincial Legislative Competence
<ul style="list-style-type: none"> ⇒ Air pollution ⇒ Building regulations ⇒ Child care facilities ⇒ Electricity and gas reticulation ⇒ Firefighting services ⇒ Local tourism ⇒ Municipal airports ⇒ Municipal planning ⇒ Municipal health services ⇒ Municipal public transport ⇒ Municipal public works only in respect of the needs of municipalities in the discharge of their responsibilities to administer functions specifically assigned to them under this constitution or any other law ⇒ Pontoons, ferries, piers and harbors, excluding the regulation of international and national 	<ul style="list-style-type: none"> ⇒ Beaches and amusement facilities ⇒ Billboards and the display of advertisements in public places ⇒ Cemeteries, funeral parlors and crematoria ⇒ Cleansing ⇒ Control of public nuisances ⇒ Control of undertakings that sell liquor to the public ⇒ Facilities for the accommodation, care and burial of animals ⇒ Licensing of dogs ⇒ Licensing and control of undertakings that sell food to the public ⇒ Local amenities ⇒ Local sport facilities ⇒ Markets

shipping and matters related thereto	⇒ Municipal abattoirs
⇒ Stormwater management systems in built-up areas	⇒ Municipal parks and recreation
⇒ Trading regulations	⇒ Municipal roads
⇒ Water and sanitation services limited to potable water supply systems and domestic waste-water and sewage disposal systems	⇒ Noise pollution
	⇒ Pounds
	⇒ Public places
	⇒ Refuse removal, refuse dumps and solid waste disposal
	⇒ Street trading
	⇒ Street lighting
	⇒ Traffic and parking

2.1.2. Municipal Structures Act

The act was developed to provide for the establishment of municipalities in accordance with the requirements relating to categories and types of municipality; to establish criteria for determining the category of municipality to be established in an area; to define the types of municipality that may be established within each category; to provide for an appropriate division of functions and powers between categories of municipality; to regulate the internal systems, structures and office-bearers of municipalities; to provide for appropriate electoral systems; and to provide for matters in connection therewith. Of importance in the context of this legislation is the following:

Co-operation between district and local municipalities in the following instances:

- i. A district municipality and the local municipalities within the area of that district municipality must co-operate with one another by assisting and supporting each other;
- ii. A district municipality on request by a local municipality within its area may provide financial, technical and administrative support services to that local municipality to the extent;
- iii. A local municipality on request of a district municipality in whose area that local municipality falls may provide financial, technical and administrative support services to that district municipality to the extent that that local municipality has the capacity to provide those support services;
- iv. A local municipality may provide financial, technical or administrative support services to another local municipality within the area of the same district municipality to the extent that it has the capacity to provide those support services, if the district municipality or that local municipality so requests; and
- v. The MEC for local government in a province must assist a district municipality to provide support services to a local municipality.

2.1.3 Municipal Systems Act

The Municipal Systems Act (MSA), (Act no 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality, which:

- ⇒ Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;
- ⇒ Aligns the resources and capacity of the municipality with the implementation of the IDP;
- ⇒ Forms the policy framework and general basis on which annual budgets must be based; and
- ⇒ Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.

The Act also requires municipality to review the IDP annually.

2.1.4. Municipal Finance Management Act (MFMA)

Section 21 of the MFMA stipulates that the mayor of a municipality must:

- ⇒ Coordinate the processes for preparing the annual budget and for reviewing the municipality's integrated development plan and budget – related policies to ensure that the tabled budget and any revisions of the integrated development plan and budget related policies are mutually consistent and credible.
- ⇒ At least 10 months before the start of the budget year, table in the municipal council a time schedule outlining key deadlines for –
 - (i) The preparation, tabling and approval of the annual budget;
 - (ii) The annual review of the integrated development plan in terms of section 34 of the Municipal Systems Act; and the budget related policies
 - (iii) The tabling and adoption of any amendments to the integrated development plan and budget related policies; and
 - (iv) Any consultative processes forming part of the processes referred to in subparagraph (i), (ii) and (iii).

2.1.5. Intergovernmental Relations Framework Act (IGR)

The Act was promulgated to establish a framework for the national government, provincial governments and local governments in order to ensure amongst other things;

- ⇒ promotion and facilitation of intergovernmental relations;
- ⇒ Provision for mechanisms and procedures to facilitate the settlement of intergovernmental disputes; and
- ⇒ Provision for matters connected therewith.

The objective of the Act is based on the principle of co-operative governance as set out in Chapter 3 of the Constitution. The Act also aims to facilitate co-ordination in the implementation of policy and legislation including –

- ⇒ Coherent government;
- ⇒ Effective provision of services;
- ⇒ Monitoring implementation of policy and legislation; and
- ⇒ Realization of national priorities.

2.1.6. Local Government Turnaround strategy 2009

An evaluation of a range of issues impacting on the delivery of services at local government level was conducted by the department of Cooperative government and Traditional Affairs towards the end of 2009. It established the following issues most of which are already known in government in general:

- ⇒ Serious leadership and governance challenges in municipalities including weak responsiveness and accountability to communities;
- ⇒ The financial management of many municipalities is very poor;
- ⇒ Many municipalities are unable to deliver basic services or grow their economies;
- ⇒ The legacy of apartheid spatial development patterns and inequity continues; and
- ⇒ There is inadequate human resource capital to ensure professional administrations, and positive relations between labour, management and Councils.

This process went further to evaluate what local government should be doing confirming various mandates. It noted that an ideal municipality in our system will strive to contribute to building the Developmental State in South Africa and draw from the constitutional and legal framework established.

It further noted that an ideal municipality would:

- ⇒ Provide democratic and accountable government for local communities
- ⇒ Be responsive to the needs of the local community
- ⇒ Ensure the provision of services to communities in a sustainable manner
- ⇒ Promote social and economic development
- ⇒ Promote a safe and healthy environment
- ⇒ Encourage the involvement of communities and community organisations in the matters of local government
- ⇒ Facilitate a culture of public service and accountability amongst its staff
- ⇒ Assign clear responsibilities for the management and co-ordination of these administrative units and mechanisms.

The outcomes of meeting these objectives as identified by the strategy include:

- ⇒ The provision of household infrastructure and services
- ⇒ The creation of liveable, integrated and inclusive cities, towns and rural areas
- ⇒ Local economic development
- ⇒ Community empowerment and distribution

“These outcomes should create a healthy local environment in which vulnerable groups are supported and protected. It should also mitigate the growing social distance between government and communities. This sets the benchmark for the turnaround strategy. Municipalities must aspire to deliver on these outcomes. The rest of the state and society must ensure that there is an enabling environment and proper support for municipalities to deliver effectively.”¹

¹ ibid

2.2 SUMMARY OF PREVIOUS (2011) MEC COMMENTS

The following are extracted from the letter of the MEC after consideration of the 2011/2012 submission and how those issues have been addressed in this IDP review.

Table 4: Summary of 2011/12 MEC comments

	MEC COMMENTS IDP 2011/2012	MUNICIPAL RESPONSE
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	⇒ Develop Strategic Framework in line with KPAs and the Municipal Turn Around Strategy (MTAS) together with the Municipal Key Performance Indicators (KPIs)	The municipality developed strategic framework, OPMS and SDBIP and all those KPAs have been incorporated in the IDP and the PMS has been cascaded down to all levels below section 57 managers and accountability agreement and performance promises have been signed for 2011/2012
	⇒ Summary results of the implementation of Organizational Performance Management System (OPMS)	The summary results of implementation of the OPMS is well documented in the Reviewed IDP and the municipality continues to conduct quarterly performance assessments
LOCAL ECONOMIC DEVELOPMENT	⇒ Provide a spatial illustration of the projects and concepts for LED for a more detailed assessment to be made	The municipality recently embarked on the process of reviewing the LED Strategy and the development of a Comprehensive Agriculture Plan and upon completion this information will be incorporated in the SDF
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	⇒ IDP has provided good indication of the backlogs experienced regarding electricity, housing, and roads, however, this needs to be translated into a strategy for addressing these backlogs with timeframes	The electricity, housing and road backlogs and how the municipality intends to address them is elaborated in the Municipal Turn-Around Strategy. In addition, the IDP (refer project list table 20 pages 105-155) has highlighted all the backlogs, their status and timeframes
	⇒ Programmes identified for the Municipality were not linked to specific wards and there were no budgets attached	The programmes, their budgets and timeframes are elaborated in the list of projects table 20 on pages 105-155
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	⇒ In light of certain specific comments made by the Auditor General (AG), it is hoped that the municipality will address the irregularities that have occurred in the past.	In light to addressing the comments made by the Auditor General (AG), the municipality has developed an Action Plan aimed at addressing those comments

GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	⇒ Assign one existing Portfolio Committee for the inclusion of the youth development function	The council has a Portfolio Committee dealing with special programs i.e. youth, women, people living with disabilities, etc.
SPATIAL DEVELOPMENT FRAMEWORK	⇒ You are required to submit a hardcopy Spatial Development Framework (SDF) with each IDP	SDF Attached
	⇒ A more detailed assessment of high value agricultural land be included ⇒ The SDF does not consider the spatial intentions of the Provincial Spatial Economic Development Strategy (PSEDS) and the Provincial Growth and Development Strategy (PGDS) ⇒ The municipality is required to formulate and adopt a municipal wide land use management scheme	Currently the municipality has not conducted an agricultural study but A Comprehensive Agriculture Plan will be developed and upon completion this information will be incorporated in the SDF Current SDF has incorporated the PSEDS and PGDS The municipality is currently working on the scheme for the urban area and that will be extended to wall to wall by 2012/14 financial year
	⇒ The municipality is reminded to communicate with the Department of Community Safety and Liaison regarding the incorporation of a Community Safety Plan into the IDP	The Municipal Department of Community and Social Services is sourcing funding for the development of Community Safety Plan

2.3 DISTRICT GROWTH AND DEVELOPMENT SUMMIT ACTION PLAN

The District Growth and Development Summit was held on 28 November 2006 with the following action plan adopted:

Table 5: District Wide Growth and Development Action Plan

OPPORTUNITY	CONSTRAINTS	PROPOSED INTERVENTION	Target Dates (Short/ Medium/ Long Term)	Responsible Agents
Commercial agricultural potential in District not utilised to full capacity, especially in historically disadvantaged areas.	Declining profitability – especially dairy	Investigate agri-processing co-operatives to improve profitability & bring BBBEE	Nov 2007	District & Dept of Agriculture in consultation with District Commercial Agricultural Forum
	Disorganised, lack of information, need for skills transfer	Facilitate establishment of District forum for farmers (existing & emerging)	May 2007	District in consultation with farmers (existing & emerging)
Bring about BBBEE in commercial agriculture	Limited black ownership in commercial agriculture	Develop BBBEE charter with local commercial farmer union		District, Dept of Agriculture, farmers
	Security of tenure of labour tenants & potential farmers on Trust land	Identify areas of potential & improve tenure security		Land Affairs, Agriculture
	Few skilled black farmers	District to provide bursary for black students	Aug 2007	District Municipality, Dept Agric (Cedara)
Massive potential for forestry expansion in DC	Approval for forestation in UMzimkhulu	Municipal support, land affairs to address land issues,		Land affairs
	Limited beneficiation in municipality	Preferential procurement for local wood products by gov.		Municipality, Education, Health,

Massive potential for forestry expansion in DC	Barriers to entry prevent local emerging contractors from benefiting from procurement	Municipalities to make procurement & payment systems BBBEE supportive		District & local municipalities
Growing demand for land for housing & development – especially in Kokstad & Ixopo	Limited supply of land making prices high	Municipalities to develop plan for supporting LED & housing. Plan to include plan for disposal of municipal land for development	Oct 2007	Local Municipalities with District co-ordinating
	Bulk infrastructure inadequate			
	Municipal land disposal preventing development			

2.4 STATUS QUO ANALYSIS

2.4.1. Introduction

The preparation of Integrated Development Plan (IDP) is a legislative requirement as entailed in terms of Section 25 of the Municipal Systems Act (MSA) Act (No 32) of 2000. An IDP is one of the key tools for Local Government to assist municipalities to deliver in their developmental mandate. Furthermore it seeks to facilitate strategic decisions on issues of Municipal budgets, Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act which provides a framework for the preparation of IDPs recommends that once in place, each IDP must be reviewed annually to re-assess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

Therefore, this particular document (2012-2013) fulfills review mandate for this financial year.

2.4.2. Regional Location

UMzimkhulu LM is one of the family municipalities of the Sisonke District Municipal. The district is neighboring Ugu District in the east, Msunduzi in the north Lesotho in the east and Eastern Cape in the south.



Figure 1: UMzimkhulu Locality Plan

2.4.3. District Location Context

UMzimkhulu Local Municipality is one of the five (5) municipalities under the Sisonke District Municipality together with uBuhlebezwe, Ingwe, KwaSani and Greater Kokstad. UMzimkhulu Local Municipality is land-locked by municipalities of UBuhlebezwe to the East, KwaSani and Ingwe to the North, Greater Kokstad to the West and UMuziwabantu and Umzumbe to the South whilst bounded by the UMzimkhulu River in the South and UMkhomazi River in the North.

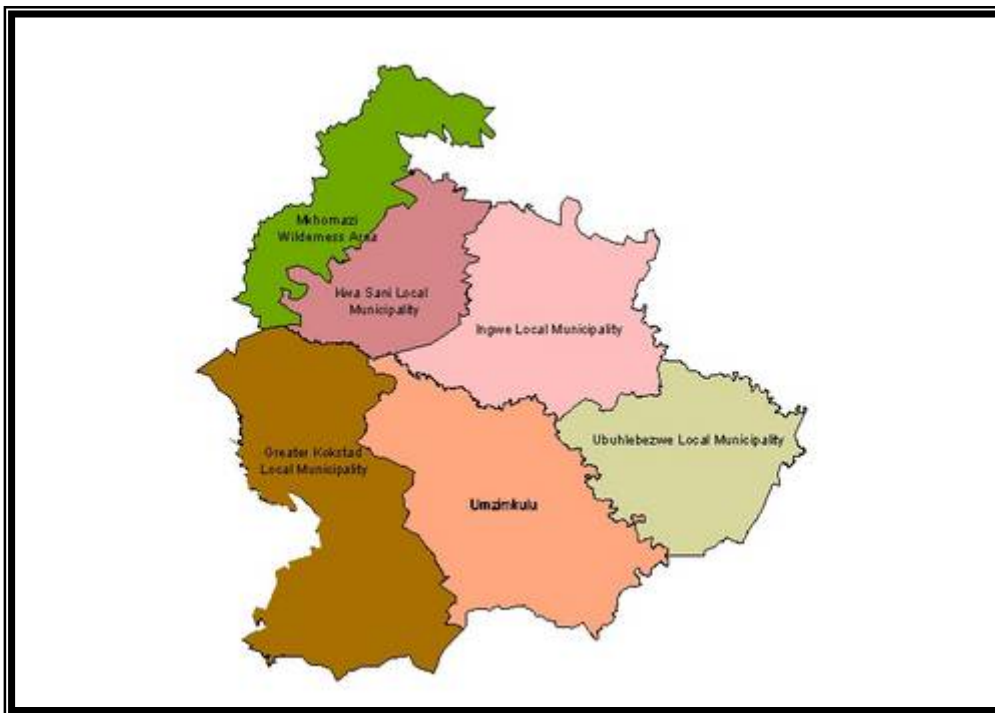


Figure 2: UMzimkhulu within Sisonke District Context

2.4.4. IDP Guidelines

The National Department of Provincial and Local Government has developed guidelines to assist local municipalities in the development of their respective IDPs. A Credible IDP Framework was developed in due consultation with local government structures as a tool to align activities of government structures.

The Integrated Development Plan must therefore comply with both relevant legislation and convey the following:

- ⇒ Consciousness by a municipality of its constitutional and policy mandate for developmental local government, including its powers and functions.
- ⇒ Awareness by municipality of its role and place in the regional, provincial and national context and economy.

- ⇒ Awareness by municipality of its own intrinsic characteristics and criteria for success.
- ⇒ Comprehensive description of the area – the environment and its spatial characteristics.
- ⇒ A clear strategy, based on local developmental needs.
- ⇒ Insights into the trade-offs and commitments that are being made regarding economic choices, establishment of SHS, integrated service delivery etc.
- ⇒ The key deliverables for the next 5 years.
- ⇒ Clear measurable budget and implementation plans aligned to the SDBIP.
- ⇒ A monitoring system (OPMS and PMS), that's based on the IDP indicators, targets, time frames, etc.
- ⇒ Determines the capacity and capability of the municipality.
- ⇒ Communication, participatory and decision-making mechanisms.
- ⇒ The degree of intergovernmental action and alignment to government wide policies, plans, priorities and targets.

2.4.5. Development of the Plan

The UMzimkhulu Municipality developed a Process Plan for 2012/2013 Review which detailed the critical stages necessary for the completion of the entire process. The Process Plan was timely submitted to the DLGTA Office and was accordingly approved. The following sections will however provide the summary of the Process Plan and will highlight on the following key elements of the Process Plan:

- ⇒ Purpose, objective and approach adopted
- ⇒ Role Players
- ⇒ Schedule of Planned Activities

2.5. PURPOSE, OBJECTIVE AND APPROACH ADOPTED

2.5.1. Purpose of Document

The purpose of the process is to reflect the approach of the uMzimkhulu Municipality to the 2012/2013 IDP.

2.5.2. Objective of IDP Review Process

UMzimkhulu Municipality strives to continue to develop the IDP as an effective management tool for the municipality, this include:

- ⇒ creating a greater level of focus and thereby improving on the strategic nature of the document;
- ⇒ aligning this strategic document with the realities of the resources, both financial and human, available;
- ⇒ alignment of the IDP with the activities of the sector departments and other service providers (and vice versa i.e. influencing their planning); and
- ⇒ alignment of the IDP with the various sector plans.

2.5.3. Overview of the Approach to 2012/13 IDP

The key activities for the process included:

- ⇒ the Strategic Review of the contents of the 2011/12 IDP;
- ⇒ addressing MEC Comments
- ⇒ the identification of sector plans;
- ⇒ alignment of IDP/PMS and Budget process
- ⇒ alignment with sector departments and service providers;
- ⇒ integrating IDP and Sector Plans with the resource framework;
- ⇒ finalizing LUMS;
- ⇒ the review of Spatial Development Framework;
- ⇒ the development of Service Delivery and Budget Implementation Plans; and
- ⇒ the preparation of the IDP.

2.5.4. Role Players

The following are the role players in the IDP process:

- ⇒ Council and the Executive Committee;
- ⇒ Mayor;
- ⇒ Ward Committees
- ⇒ Municipal officials;
- ⇒ Municipal Manager / IDP Manager;
- ⇒ IDP Steering Committee;
- ⇒ Representative Forum;
- ⇒ The District Municipality;
- ⇒ Relevant Government Departments; and
- ⇒ PIMS
- ⇒ Inter-Governmental Relations

2.5.5. Schedule of the Planned Activities to Align with IDP, Budget and PMS Process Management Plan for 2012/13

Table 6: IDP Review 2012/2013 Programme

ACTION	ACTION DATE	RESPONSIBILITY
Phase 0: Preparation		
Consultation on 2012/2013 IDP Review Process Plan and Budget Process with Manco/Exco/Representative Forum/Council	July/August 2011	Manager: Development Planning and Housing & All HOD's
Advertise for stakeholder participation for 2012/2013 IDP Review	August 2011	Manager: Development Planning and Housing
IDP Representative Forum meeting: The first Rep Forum meeting will involve a presentation of the Process Plan, as well as Gap Analysis identifying key focus areas to be addressed in the IDP Review Process.	August 2011	Manager: Development Planning and Housing
Submission of draft 2012/2013 IDP Review Process Plan to the District and COGTA	End July 2011	Manager: Development Planning and Housing
IDP Alignment Committee Meeting	September 2011	IDP Manager
Approval and Adoption of IDP Review Process Plan for 2012/2013	September 2011	Council
Submission of Approved and Adopted 2012/2013 IDP Review Process Plan to the District and CGTA	September 2011	Manager: Development Planning and Housing
IDP Process Plan public involvement & participation	September 2011	IDP Manager
Report on Organizational Performance (Annual Report)	September 2011	OPMS Manager

ACTION	ACTION DATE	RESPONSIBILITY
Phase 1: Review Analysis		
Initiation of new sector plans (needs analysis)	October- November 2011	IDP & Sector Managers
Evaluation of changes and new information	September – October 2011	M/M and all heads of departments
Phase 2: Strategic Analysis		
(New Council Priorities) Review of Vision, Priorities, objectives and strategies	October – November 2011	M/M and all heads of departments
Review the municipality's priority list of strategies and projects	November – December 2011	M/M, all heads of departments and relevant committees
IDP Alignment Committee 2 nd meeting	November 2011	IDP Manager
Revision of Council policies	October – November 2011	MM and Council
First Sector Alignment meeting	October 2011	IDP Manager
Development/Review of Key Performance Areas, Key Performance Indicators and targets	November 2011	Municipal Manager/Corporate Services
Assessment of IDP implementation status	January 2012	M/M and all heads of departments
Budget SDBIP (1 st Quarter Review)	January 2012	CFO
Mid-year performance report 2 nd Quarter as per SDBIP		CFO & Manager Development Planning
Development of Performance Contracts for Section 57 Managers and middle management;	March 2010	Municipal Manager/Corporate Services

ACTION	ACTION DATE	RESPONSIBILITY
<i>Phase 3: projects identification (Review of Projects)</i>		
Review existing Project Template	October – December 2011	Dev. Planning
Review development strategies	October 2011 – March 2012	IDP Manager
Ward Consultation Process on project prioritization through ward meetings and workshops	October/November 2011	Ward Councilors assisted by CDW's, Community Participation Unit and Planning Team
Establish preliminary budget for each project	January 2012	CFO & Dev Planning & Infrastructure Manager
Sectoral meeting/public participation	January to March 2012	Manager Development Planning
Review of financial policies	November – December 2011	CFO
Budget SDBIP 2 nd Quarter	January 2012	CFO
Finalize Sector Plans	February 2012	HODs
Update of 3 year financial plan, list of projects for 2012/2013 and 3 year capital investment programme; to integrate with IDP to inform strategic municipal budget aligned with IDP	December 2011	CFO & All HOD's

ACTION	ACTION DATE	RESPONSIBILITY
Preparation of the 2012/2013 Financial year's: <ul style="list-style-type: none"> • Capital budget • Operational budget • Salaries Budget • Tariff of charges • Revised Budget • Draft SDBIP 	March 2012	Chief Finance Officer
Submission and presentation of all Capital projects for 2012/2013 and the 3 year capital plan	January 2012	CFO
IDP Representative Forum Meeting	February 2012	Manager Development Planning
Council project prioritization workshop	February 2012	Council
Phase 4: Project Integration		
Screening of projects	February 2012	HODs
Integration of projects and programmes	February 2012	Manager Development Planning
Integrate all Plans	February 2012	Manager Development Planning
Integration with Municipal Budget/ SDBIP	February 2012	M/M, CFO and Manager Development Planning

ACTION	ACTION DATE	RESPONSIBILITY
Present 1 st draft budget to the Mayor <ul style="list-style-type: none"> Table 1st draft budget to Executive Committee Table 1st draft budget to the Full Council 	February 2012	M/M & Chief Finance Officer
Adoption of IDP Draft	March 2012	Council
Finalization and Submission of 2012/2013 Draft IDP	March 2012	Municipal Manager
Submission for Provincial Analysis	March 2012	Municipal Manager
Provincial IDP Analysis	April 2012	DLGTA & Service Providers
uMzimkhulu Municipality Izimbizo/Public meetings on IDP/Budget & PMS for 2012/2013	April 2012	Municipal Officials & Councilors
Phase 5: Approval		
Presentation of the Revised 2012/2013 , (After the Provincial Analysis/Assessment)	April 2012	Municipal Manager
Final approval of IDP, Budget and PMS by Council	May 2012	Council
Submission of Final Service Delivery and Budget Implementation Plan (SDBIP)	14 June 2012	CFO
Submission of the budget in the approved format to the Provincial and National Treasuries	End June 2012	CFO
Submission of the approved and adopted 2012/2013 IDP to the MEC for Local Government & Traditional Affairs	10 days after date of adoption.	Municipal Manager

2.6. DEMOGRAPHICS

2.6.1. Overview of the Current State of South Africa's Population²

The Strategy on Population Development 2004 -2009 highlights that South Africa's population grew from 40.5 million people in 1996 to 44.8 million people in 2001, which was a growth of about 10%. In 2001, more than three quarters (79%) of the population were African, about 10% were white, 9% were colored, and Indians made up to 2.5%. The Growth patterns showed that Africans have become a larger portion of the population than in 1996. In the 1980s, it was estimated that the total population of South Africa would reach 70-80 million by 2020. However, decreasing fertility rates and increasing mortality rates (mainly due to the impact of HIV & Aids) have resulted in estimations that the population will stop growing in the current decade, and will remain stable at 48 to 52 million people.

Since 1996, the proportion of women in the total population has increased by 0.3%. The proportion of the population that is younger than 15 years has declined sharply (by 1,9%) since 1996 due to lower birth rates. The proportion of the population older than 64 years grew slightly to almost 5%. The economically active age group of the population (between 15 to 64 years) increased by 1.8% of the total population between 1996 and 2001.

In 2001, the median age of the population was 22, 13 years, compared to 22,07 years in 1996 – an increase, in spite of the fact that HIV & Aids mostly kills people older than the median age. Household size has decreased to 3.8 persons in 2001 whereas, the urbanization rate increased sharply by 7.3% between 1996 and 2001.

South African households have become remarkably smaller since 1996. This is probably a consequence of the government's housing programme, i.e. households unbundled in view of the larger availability of accommodation. The trend translated into 30% increase in the number of households in the country, which in turn places pressure on services that are rendered to households (as opposed to individuals).

There have also been structural changes in the population between 1996 and 2001; the largest (ten-year) age cohort in 1996 was 5-14 years old. By that by 2006 youth aged 15-25 will constitute the country's largest cohort. This is prioritized and targeted. Simply put, children need education and care. Youth need jobs and are at risk of contracting HIV. The teenage pregnancy rate was very high in 1998.

KwaZulu-Natal has the largest population of the nine provinces. The province with the highest percentage growth between 1996 and 2001 was Gauteng (20%), followed by the Western Cape (14%). The Eastern Cape and the Free State each showed growth less than 3%, while in the Northern Cape there were fewer people in 2001 than in 1996. Internal migration of people from the more rural provinces to more urban provinces to more urban provinces in part explains these differences in population growth, in spite of higher fertility rates in rural areas.

Data confirm that South Africa underwent a very sharp fertility transition during the past two decades, to a current Total Fertility Rate of 2.77 children per woman of reproductive age.

² STRATEGY ON POPULATION AND DEVELOPMENT 2005-2010)

Various indications exist of increased contraceptive prevalence. For example, the HSRC found that condom use has increased to 33.9% by 2002.

There is still concern about the high rates of premature mortality attributable to preventable causes. Also high rates of infant, child and maternal mortality are a major concern. The HIV & Aids epidemic has impacted negatively on the demographic characteristics of the South African population, especially since the nineties, and will continue to do in the next decades. The epidemic reduced the life expectancy to 50 years (male) and 53 years (female).

Today's population distribution, migration and urbanization patterns still reflect the legacy of the apartheid era. The apartheid system forcefully relocated over three million African, Indian and colored people. It created urban concentrations of poor communities without viable commercial, industrial and other economic activities. It created many settlements in rural areas with similar, or worse, restrictions in terms of opportunities.

The government has developed urban and rural development frameworks, which reflect its thinking on internal spatial issues. The population policy promotes an increase in alternative choices to migration from rural to urban areas; to reduce backlogs in urban infrastructure and social services; and to review the nature and impact of all forms of international migration on sustainable development.

South Africa is the most urbanized country in the southern African region, and urbanization affects family life, including sexual partnerships, household formation rules and patterns, the care of children and the maintenance of kin networks. For this reason there is an urgent need to reconstruct this institution.

Table 7: Strategic Focus areas of the Population Strategy

Strategic focus area and objective for the strategy on population and development 2005-2010	
Strategic focus area	Objectives
<ul style="list-style-type: none"> Sustainable local population and development 	<ul style="list-style-type: none"> To ensure the integration of population and development plans of local government
<ul style="list-style-type: none"> Population environment and development 	<ul style="list-style-type: none"> To promote sustainable human development by focusing on population, environment and development interaction
<ul style="list-style-type: none"> The social and economic integration of youth and children 	<ul style="list-style-type: none"> To integrate youth and children socially and economically into society
<ul style="list-style-type: none"> Policy development, monitoring and evaluation 	<ul style="list-style-type: none"> To promote integrated policy development, monitoring and evaluation through population and development research, capacity building and IEC.
<ul style="list-style-type: none"> Regional population and development strategy 	<ul style="list-style-type: none"> To promote, develop, monitor and evaluate regional collaboration on population and development, as part of South Africa's strategy on the AU, NEPAD and SADC
<ul style="list-style-type: none"> The socio-development impact of HIV and AIDS 	<ul style="list-style-type: none"> To respond to the socio-developmental impact of HIV and AIDS, on the basis of the demographic implications of the epidemic.

(SOURCE: STRATEGY ON POPULATION AND DEVELOPMENT 2005-2010)

2.6.2. Local Demographic Analysis

This is an analysis of the demographics of UMzimkhulu based on the Community Survey 2007 (Statistics South Africa). UMzimkhulu Municipality covers a total area of 2436 km² and has a population size of 243 242 and 43 545 households compared to 174 338 and 36 246 Census 2007 and 2001 figures, respectively. According to figures obtained from StatsSA –Durban Office, the population growth rate for the KwaZulu-Natal Province is estimated to 0.7% growth rate.

Thus the projected population for UMzimkhulu Municipality for the next five years is estimated as follows:

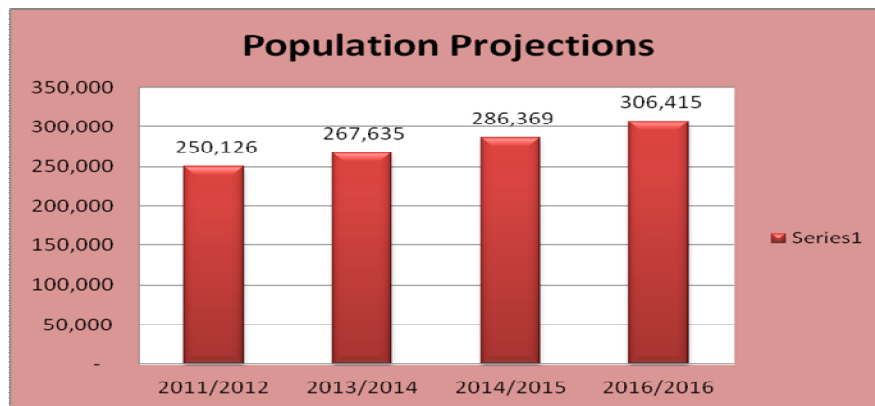


Figure 3: Population Projections

The increase to population and household figures poses major development challenges to the Municipality which has limited resources and acute historical development backlogs.

2.6.3. Racial distribution

The following **Figure 4** shows Black African dominance in the municipal area.

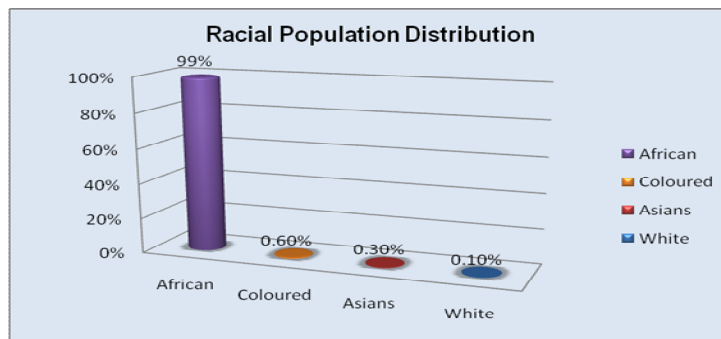


Figure 4: Racial Distribution of the Population

The rural nature of the Municipality and the dominance of Black African (99%) is an important starting point towards understanding the plight of this municipal area which is

generally characterised by huge service backlogs, abject poverty, unemployment and other social development challenges.

2.6.4. Gender Distribution

The following **Figure 5** shows the gender distribution in UMzikhulu with females making up the majority of the population. Gender distribution is also a determinant factor in assisting the various tiers of government to focus investment especially to vulnerable groups like women. The gender figures also help the government to provide appropriate facilities and social investments in line with gender demographics.

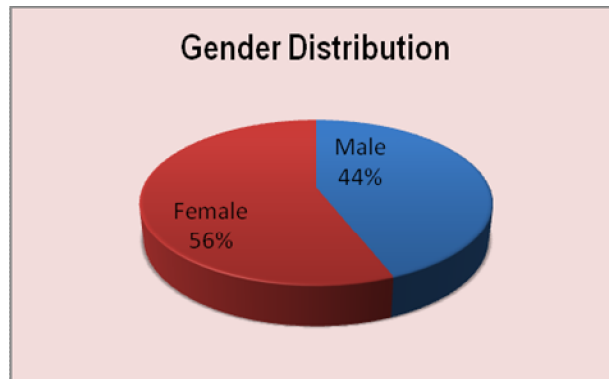


Figure 5: Gender Distribution

The above figure indicates the female dominance which reflects National figures; however, it indicates male absenteeism which indicates that males work as migrant workers in major cities, which further exerts pressure to vulnerable groups, especially women who have to fend for their families with limited resources. This can also be interpreted to mean that there are a number of women-headed households.

2.6.5. Age Distribution

Figure 6 below shows the age distribution within the UMzimkhulu Municipal area where the ages of 5-14 are the most dominant followed by the 15-34 age groups, which is still within the formal description of youth. The latter group forms part of the active labour group. The huge numbers of this age group call for a need for creation of employment opportunities and provision of educational facilities to cater for their needs.

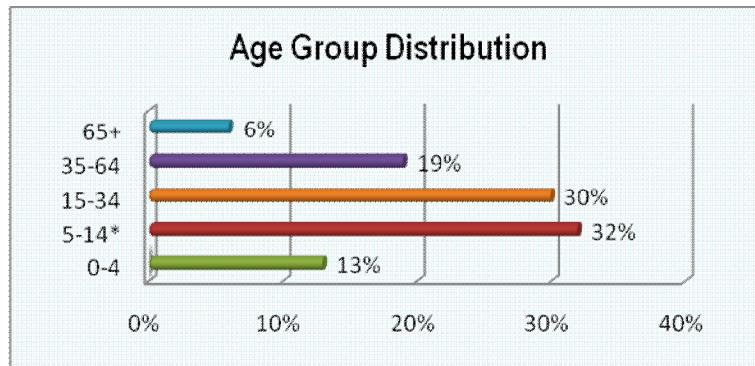


Figure 6: Age Group Distribution

The dominance of the youth also poses social challenges since this group is sexually active and more vulnerable to HIV/ AIDS infection and other social ills. It will be therefore crucial that interventions aimed at reducing HIV/AIDS and other social ills are intensified in order to sustain development interventions. More social facilities and access to educational institution should also be provided to cater for this age cohort.

2.6.6. Education Profile

Education levels have a major bearing on the quality of life. The inability of an individual to perform certain basic functions due to illiteracy is also part of elements that define human poverty. Low educational levels are likely to push individuals to unemployment and to low paying jobs. Low educational levels also limit the ability of an individual to learn new skills and be trained. The following **Figure 7** indicates educational levels within the Municipality.

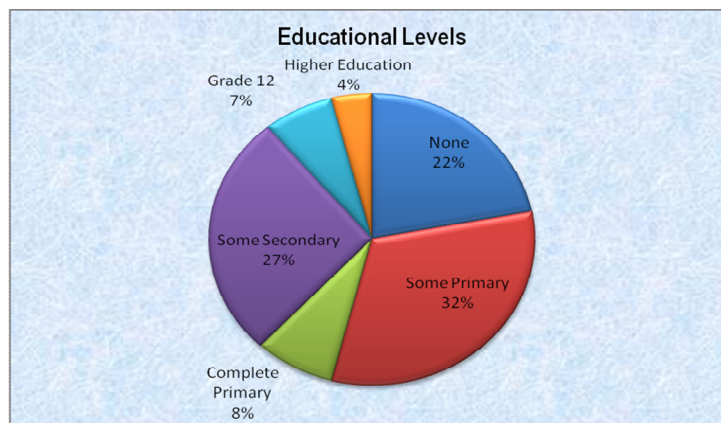


Figure 7: Educational Status

It is evident that more than 60% of individuals ranging from no formal education to primary levels are dominant within the Municipality. This is a major challenge which is likely to lead to low households' income levels which further limit the ability of families to invest into the education of youthful members. Such low figures also limit the ability of absorbing new skills and effectively compete for higher paying jobs.

UMzimkhulu area has 176 public schools recognized by the Department of Education including one technical college. Much of the education-associated problems are experienced in farms and rural schools. Existing schools do not offer up to standard science and technical subjects. School property is continuously vandalized. Most schools lack water and sanitation and the infrastructure of most schools is a health hazard to the pupils.

Effects or consequences of the problems are:

- ⇒ Low educational levels for the youth in the area;
- ⇒ Low science and technical skills base;
- ⇒ Migration of youth to urban areas;
- ⇒ High unemployment rates;
- ⇒ High dependency rates;
- ⇒ Employment to low paying jobs and
- ⇒ Poor payments for services rendered by the municipality.

To assist in promoting reading, the municipality with assistance from the Department of Arts Culture and Tourism has renovated a public library in the CBD. The library is well resourced in terms of book material due to numerous donations that have been received.

Projects that will be undertaken through the library auspices include;

- ⇒ Creating library awareness to generate interest from the communities so that satellite libraries can be built in areas where there is interest.
- ⇒ Establishing a computer center with an internet café will be opened and free computer lessons will be offered to the community.

2.6.7. Employment Status

As indicated above, the level of education that the individuals possess contributes towards employability. **Table 7** below shows the current status of employability in the municipality. The figure indicates high unemployment figures, which can be interpreted to mean high dependency ratios and low affordability levels.

Table 8: Employment Status

Status	UMzimkhulu LM
Employed	10%
Unemployed	22%
Scholar or student	24%
Home-maker or housewife	14%
Pensioner or retired person/too old to work	5%
Unable to work due to illness or disability	5%
Seasonal worker not working presently	1%
Does not choose to work	8%
Could not find work	12%

2.6.8. Individual Monthly Income

Table 9: Individual Monthly Income Ranges

<i>Individual Monthly Income Levels</i>	
<i>Income Range</i>	<i>Percentage</i>
No income	52%
R1 - R400	17%
R401 - R800	11%
R801 - R1 600	7%
R1 601 - R3 200	6%
R3 201 - R6 400	4%
R6 401 - R12 800	2%
R12 801 - R25 600	1%
R25 601 - R51 200	0%
R51 201 - R102 400	0%
R102 401 - R204 800	0%
R204 801 or more	0%

The above **Table 8** indicates more than 52% of individuals with no income which pushes more households below poverty datum levels, which is an equivalent of \$1 per day (\pm R8/day). It is not surprising to have huge numbers of individuals with low income levels which correspond with their educational levels and their ability to effectively compete for higher paying employment.

2.6.9. Health

The prevalent settlement pattern in farming areas as well as the traditional areas makes effective delivery of health services difficult. UMzikhulu has currently 13 built clinics and the following **Table 9** below highlights the infrastructural update of the clinics:

Table 10: Infrastructural Status of Clinics

Name of Clinic	Piped water	Toilets	Electricity	Telephone	Fax
Rietvlei	Yes (on & off from community)	Not up to standard.	Yes	Yes	Yes
Ibisi	Yes	Yes	Yes	Yes	Yes
Gugwini	Yes (Borehole)	Yes	Yes	No	No
Sihleza	Yes (Borehole)	Yes	Yes	Yes	No
Gowanlea	Yes	Yes	Yes	Yes	No
Singisi	Yes	Yes	Yes	Yes	No
Ndawana	Yes	Yes		No	
St Margaret's	Yes (on and off)	Yes (pit privy)	Yes	Yes (Not working)	No
Umzimkulu	Yes	Yes	Yes	Yes	No
Umvoti	No	Yes	Yes	Yes	No
Lourdes	No	Yes	No (installation on)	Yes (Not working)	No
Ladam	Yes	Yes	Yes	No	No
Mvubukazi	Yes (Borehole no working)	Yes	Yes (Solar)	No	No

(Source: Presentation by Department of Health – UMzikhulu IDP Rep Forum 2012/2013)

In addition to these clinics, the Department of Health offers the following services to the community of UMzikhulu:

- ⇒ 4 mobile services with 57 points;
- ⇒ Currently 1 team on school health services, however planning to add 4 teams this financial year;
- ⇒ Started Imbizo per ward.
- ⇒ War room attendance

UMzimkhulu has 3 hospitals namely Rietvlei Hospital, St Margaret's Hospital and UMzimkhulu Hospital.

Challenges

- ⇒ Shortage of Doctors
- ⇒ EMRS bays (Umzimkhulu, Rietvlei, Ntsikeni)
- ⇒ Hospital board

2.6.10. HIV / AIDS

The fight against HIV/AIDS should be handled in a co-coordinated manner by government departments and NGO's. Community involvement in AIDS awareness campaigns is crucial where strategies like abstinence, education and other relevant methods must be promoted with active participation from councilors, traditional leaders, church leaders, school stakeholders, and sports stakeholders. The St Margaret's Hospital in UMzimkhulu specializes in the provision of services for HIV/Aids patients. These range from VCT, provision of ARV's, TB etc.

The municipality has also developed an HIV/AIDS Strategy which is for 2011-2016. The Strategy looks at broad programmes of dealing with pandemic in the greater municipal area in the next five years.

Recommendations

- ⇒ Health service needs to address the greater vulnerability of women to HIV infections in terms of the services they offer to women. They need in particular, to focus on effective services for cervical cancer and STIs, which are often not easily detected in women.
- ⇒ Inculcating a culture of rights and equality, as provided for in the constitution, is one of the most important ways in which vulnerable groups such as women can be protected against HIV infection.
- ⇒ Deeply entrenched social differences such as class, gender, color and age need to be recognized and engaged with openly in all government services.
- ⇒ Young people need to be taught in the formal education curriculum and elsewhere that every individual has the right to say no to sex, coercion is unacceptable.
- ⇒ Sex education and education in the use of condoms needs to begin at an early stage, as South Africans youth are on average sexually active by the age of 15 years for girls and 14 years for boys and, as shown in research, reluctant to use them.

2.6.11. Safety and security

UMzimkhulu has a number of police stations within its jurisdiction. The current state is that the communities in other areas experience that the stations are not properly servicing them, as there is a low level of resources for the police to perform their jobs.

Based on interactions with various stakeholders and the community, issues that were to be taken into account to improve this service included:

- ⇒ Tightening up relationship between SAPS and CPFs;
- ⇒ Communication system must be provided for CPFs to contact SAPS;
- ⇒ Shortage of police staff;
- ⇒ Poor response to crimes or reported incidents;
- ⇒ Outdated police equipments;
- ⇒ Few police posts or stations;
- ⇒ Street controls and by laws on taverns and shebeens (alcohol, drug abuse, fire – arms, knives and all other weapons of death) to be developed.
- ⇒ Law enforcement on illegal trading;
- ⇒ Police principals not acquainted to new technologies, (e.g. new sped machines);
- ⇒ Transformation plan to ensure promotion of racial mix in the context of staff / resources.
- ⇒ Ongoing training of police officers.
- ⇒ Upgrade of facilities and equipment.

To date the municipality together with the law enforcement services have undertaken the following activities to address the aforementioned issues or challenges:

- ⇒ SAPS management has approved and allocated 8 more police officers to UMzimkhulu;
- ⇒ Police attend forums to create a good relationship with community and other stakeholders;
- ⇒ A motivation letter to address lack of police resources was approved by municipal EXCO. This effort enabled the municipality to sponsor a police officer to undergo further training;
- ⇒ The municipality allocated stall numbers and licenses to hawkers which police request the hawkers to provide when removing illegal trading on the streets;

In addition, the municipality has submitted a proposal to the Finance Department to provide funding for the development of Safety Plan which will provide guidance or framework to appropriate response on the challenges currently encountered.

2.6.12. Sport and Recreation

The whole municipal area still lags far behind in the development of a range of sports codes. The municipality currently has six sport fields located in wards 3, 4, 11, 12, 15 and 16. Whilst some funding has been received to improve certain sport and recreational facilities, there is still a huge backlog as 16 wards still do not have the facilities. However, the Department of Sports has requested UMzimkhulu LM to submit request for assistance to develop more sport fields in other wards. The municipality is currently in the process pursuing this avenue.

2.6.13. Social Development

Due to the high poverty levels in UMzimkhulu, many families depend solely on social grants for sustenance. More than 77% of households earn less than R9, 600 per annum and live below the poverty line. The UMzimkhulu municipality has a high unemployment rate; only 10, 2% of the population is employed.

To address poverty and address social developments, the municipalities through the Department of Community and Social Services with other governments and NGOs have embarked on the following programs:

- ⇒ Sukuma Sakhe Program: The municipality undertook a household profiling / needs analysis for all the wards. And in those wards “war rooms” comprising of all relevant department staff were established to implement immediate interventions. This program is recording positive response with challenges on participation of other government departments and slow pace implementation of the interventions identified.
- ⇒ Community Health Clubs: This program is supported by the Department of health, hygiene and nutrition. To promote the nutrition of the community, the Department sponsors the establishment of community gardens in each ward within UMzimkhulu. There are currently two community gardens that are in operation and more gardens are being initiated in other wards.
- ⇒ Food for Waste Program: In this program the community in most needy wards i.e. wards 12, 13, 17, 2 and 3 are asked to collect waste in and around their compounds in exchange for food parcels worth R800. This program has played a crucial role in curbing garbage dumping and act as a source of food security for some needy families.

2.6.14. Special Focus Groups

The municipality has continuously focused in addressing the needs of special groups such as orphans, disabled, youth, children and people living with HIV/AIDS. Some of the interventions include the following aspects:

- ⇒ Care for people with disabilities: This is launching income generating projects for the aged and assistance in accessing social grants.
- ⇒ Youth development: this includes the developments of skills and knowledge for the youth to improve employment opportunities. This is achieved through internships and other community development programmes.
- ⇒ Sustainable livelihood: this includes poverty alleviation programmes. The department provides an integrated programme that responds to poverty.
- ⇒ Research and demography: this is the research in population development trends.
- ⇒ Population capacity development: this is the training of youth and women on HIV issues.
- ⇒ HIV/AIDS: this programme includes establishment of community based centres, provision of support to victims and launching a prevention programme.
- ⇒ Child care and protection services: this includes child placements, foster care grant and child abuse cases.
- ⇒ Substance abuse: This is rehabilitation and counseling to substance abusers.
- ⇒ Care for the aged: This includes referrals to residential care and providing support to the NPO's
- ⇒ Victim empowerment programme: these are support centres for abused women and children where counseling is provided to victims of violent crimes. Referrals for domestic restraining orders are also issued.

These programs and initiatives have been implemented in various wards of the municipality and some of them have shown good signs of impact to the community. These programs and the wards that have been initiated are clearly demonstrated in the project list program and the HIV Strategic Plan.

2.6.15 Transportation

R56, a major regional road going through the town of UMzimkhulu, connects different sections of the municipality with adjoining areas. There is a rail link connecting Pietermaritzburg with Riverside, Singisi, Kokstad and Matatiele. However, there are no national roads in the municipality.

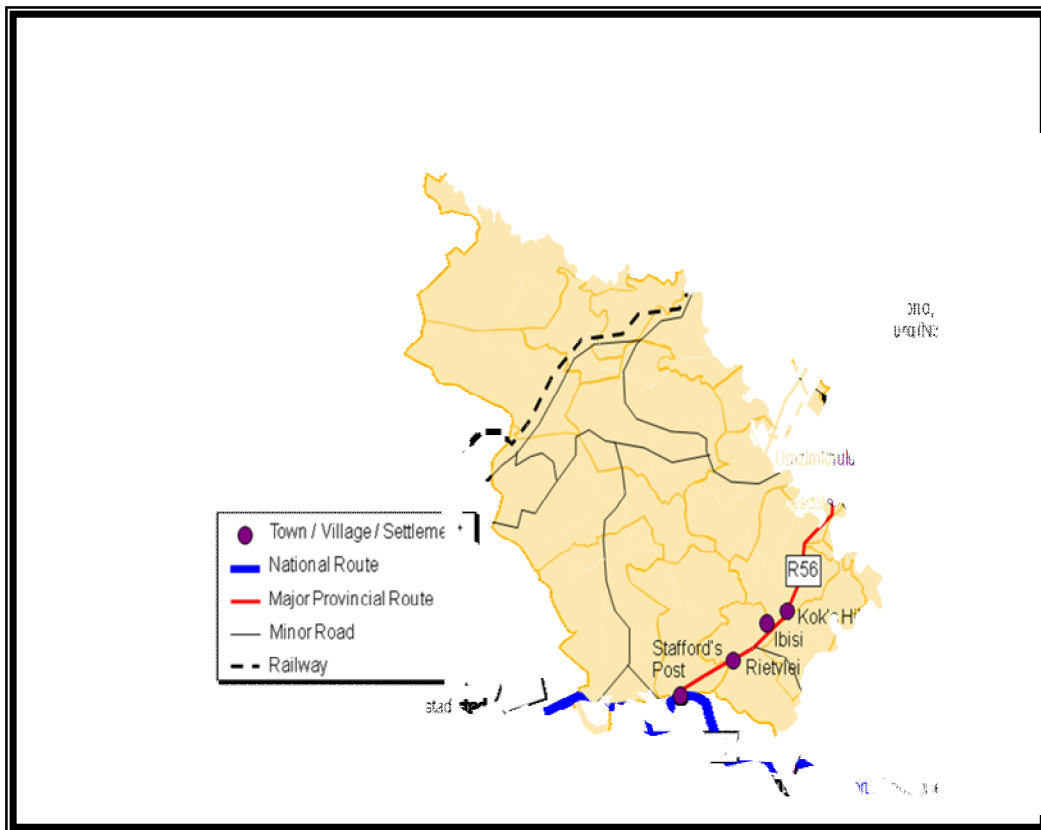


Figure 8: Road Network within UMzimkhulu Municipality

2.6.16. Summary of issues

UMzimkhulu has a large proportion of the population that has low education level or none. This has led to a decline in skilled labour in the area. The education level has also affected the income of various households because a large percentage of the population households earn below R800 per month and are dependent on social services and grants.

Income in the “Urban” component of the Municipality (Former R293 and UMzimkhulu Town) is generally higher than in the balance of the Municipality. Poverty is higher in the rural areas of UMzimkhulu. However, the municipality has initiated very imperative and effective initiatives that are already underway and have shown indication of progress and change in the living standard of some of the community members in some wards.

The provision of health services in the area needs to be improved to reach the ‘hard to reach’ areas in UMzimkhulu. The municipality together with Department of Health is currently in the process to construct a well serviced Community Health Centre (CHC). However, the construction/development of the CHC is in its infant stage.

Safety and Security is another aspect that needs to be addressed in terms of providing resources to the various police stations and satellite stations so that the services can be provided effectively. The municipality is currently in the process of sourcing funding for the development of a Safety Plan that will give guidelines on how to address the challenges facing the community and the municipality in terms of safety and security.

Wards 15, 16, 12, 11, 4 and 3 are the only wards that have sport facilities. However, some of these facilities are plagued by problems of poor quality of the structures built. The municipality still has a huge backlog on providing these facilities. Approximately 16 wards do not have these facilities.

Currently bakkies, taxis and busses are the most used mode of transportation in the area. Some of the roads in the municipal area are in poor conditions but the municipality and the Department of Transport are making inroads as there is a list of road projects that are underway.

Figure 8 below provides graphical representation of the status of social and infrastructure services within UMzimkhulu Local Municipality.

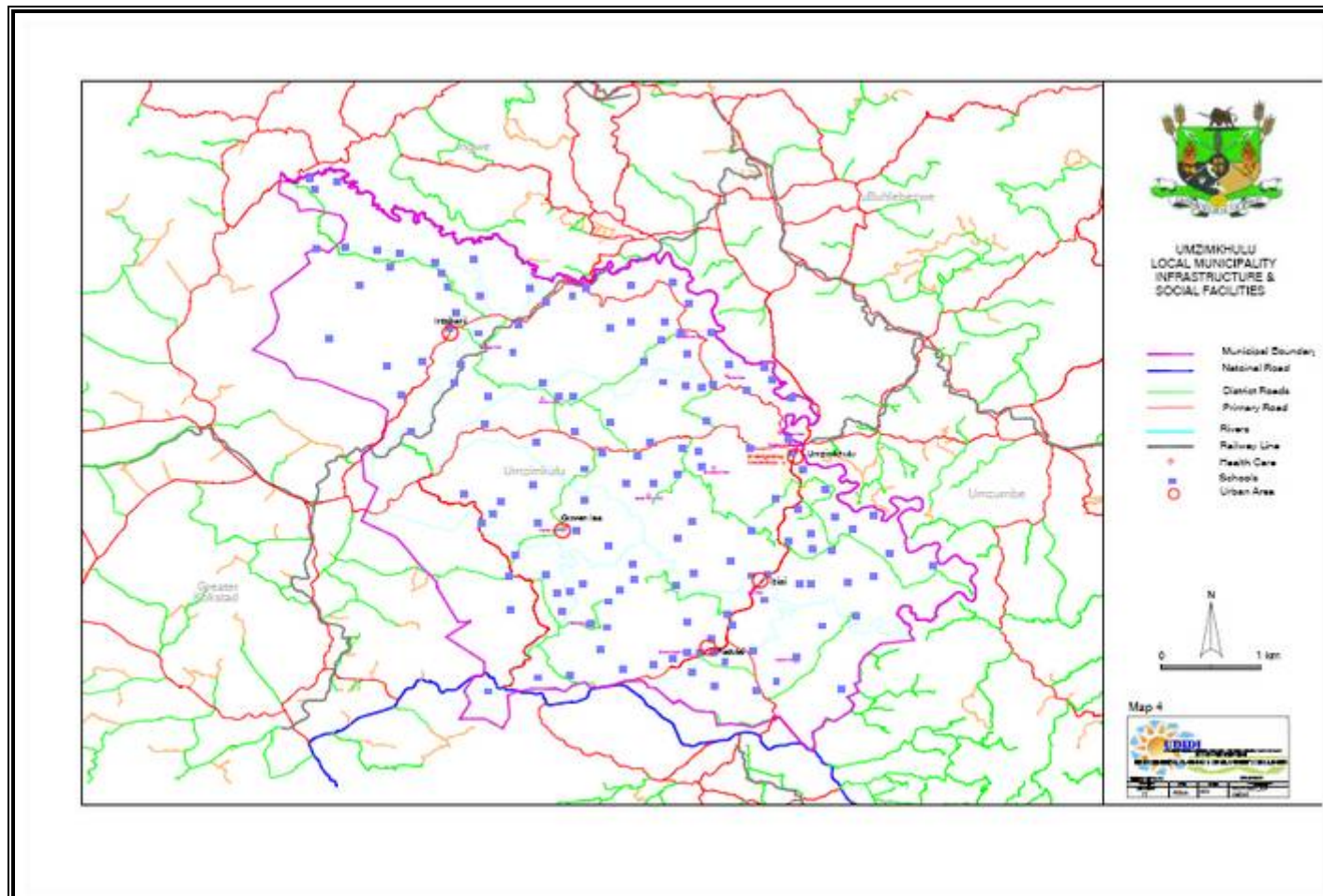


Figure 9: Graphical Representation of the status of social and infrastructure services within ULM

2.7. INFRASTRUCTURE

Just like other municipal areas with significant rural and peri urban areas, UMzimkhulu municipal area is faced with severe infrastructural backlogs associated with roads, services, etc. A lot of effort and budgetary arrangements have been made since 2007 to address these backlogs and progress is evident.

The municipality in the new organogram has proposed a post for Extended Public Works Programme (EPWP) coordinator in order to improve reporting on employment creation which will aid the municipality to receive incentive grants.

The status of various infrastructural services is discussed below.

The following table indicates the backlogs within UMzimkhulu:

StatsSA Household Survey Backlogs2007																		
Water																		
Municipality	Piped water inside the dwelling	Piped water inside the yard	Piped (tap) water to community stand: distance less than 200m from dwelling	Piped (tap) water to community stand: distance greater than 200m from dwelling	No access to piped (tap) water	Not applicable	Borehole	Spring	Dam/pool	River/stream	Water vendor	Rain water tank	Other	>=RDP	<RDP	>+RDP%	<RDP%	Total
KZ435	946	3,104	5,708	3,383	23,535	1								13,142	23,535	36%	64%	36,677
	3	4	5	6	7	8												
Energy																		
Municipality	Electricity	Gas	Paraffin	Candles	Wood	Coal	Animal dung	Solar	Other	Not applicable (institutions)				>=RDP	<RDP	>+RDP%	<RDP%	Total
KZ435	11,353	285	973	23,646				186	233	1				11,638	25,038	32%	68%	36,677
	10	11	12	13				14	15	16								
Housing																		
Municipality	Formal	Informal	Traditional	Backyard	Other	Institution								>=RDP	<RDP	>+RDP%	<RDP%	Total
KZ435	6,128	604	28,288	1,158	68	430								36,005	672	98%	2%	36,677

	18	19	20	21	22	23												
Sanitation																		
Municipality	Flush toilet (connected to sewerage system)	Flush toilet (with septic tank)	Chemical toilet	Pit latrine with ventilation (VIP)	Pit latrine without ventilation	Bucket latrine	None	Not applicable (institutions)						>=RDP	<RDP	>+RDP%	<RDP%	Total
KZ43 5	830	465	1,258	2,677	28,050	615	2,781	1						3,973	32,704	11 %	89 %	36,677

2.7.1. Electricity

Many villages in UMzimkhulu have limited or no access to electricity. As a result other alternative forms of energy are being used (i.e. candles, paraffin and other forms of energy). The following **Figure 9** indicates households using electricity for lighting, cooking and heating within UMzimkhulu Local Municipality:

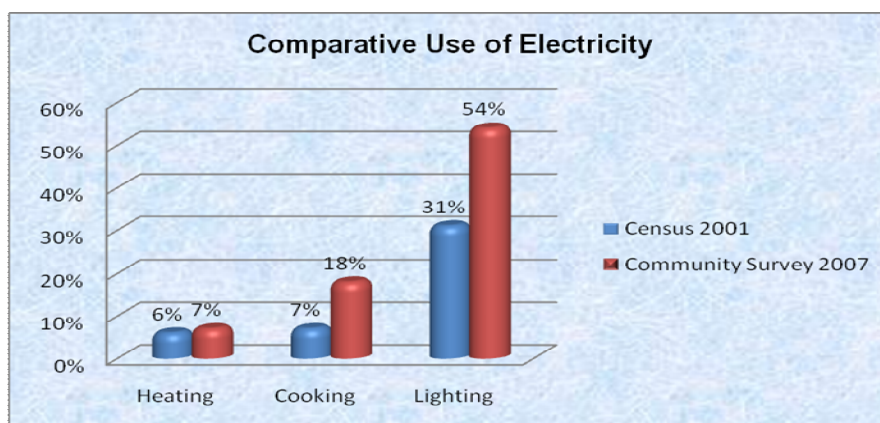


Figure 10: Households Uses of Electricity, (Community Survey 2007)

The above comparisons indicate significant improvements in the use of electricity which can be translated to an increased number of households having access to electricity.

ESKOM highlighted the following as the municipal electricity challenges:

- ⇒ Meeting 2012 Government Expectation
- ⇒ Mobilising Resources
- ⇒ Integrating IDP with Eskom Plans
- ⇒ Lack of Sector Planning from Local Municipality
- ⇒ Government Special Programmes
- ⇒ Feedback to Local Municipality's DORA Section 23

The following **Table 12** indicates the Status of Electrification within UMzimkhulu Local Municipality:

Table 11: Electrification Status ULM

No.	PROJECT NAME	SUBSTATION	WARD	CONNECTIONS	YEAR
1.	Spitskop	Umzali		131	2011/2012
2.	Ndlovini	Umzali		152	2011/2012
3.	Cutter Msomi	Umzali	11	389	2011/2012
4.	Mtshazo	Umzali		100	2011/2012
5.	Mahobe	Umzali		72	2011/2012
6.	KwaFish	Umzali	11	66	2011/2012
7.	Lukhetheni	Umzali		74	2011/2012
8.	Thusi	Umzali		93	2011/2012
9.	Ndawana	Umzali	1	393	2011/2012
10.	Matuzeleni (Infills)	Umzali		41	2011/2012
11.	KwaFile (Infills)	Umzali		56	2011/2012
12.	Siphahleni (Infills)	Umzali		8	2011/2012
13.	Elec. of Gugwini Comm. Hall	Umzali	14	1	2011/2012
14.	Elec. of KwaNombewu Comm. Hall	Umzali	7	1	2011/2012
15.	Elec. of Kromhoek Comm. Hall	Umzali	15	1	2011/2012
16.	Elec. of Riverside Comm. Hall	Umzali	2	1	2011/2012
17.	Elec. of St. Micheals Comm. Hall	Umzali	5	1	2011/2012
18.	Brindale	Umzali	17 & 15	200	2012/13
19.	Longkloof	Umzali	15	450	2012/13
20.	Kwaqhuqhu	Umzali	15	200	2012/13
21.	Summerfield	Umzali	15	300	2012/13
22.	Gcebeni	Umzali	15	450	2012/13
23.	Vukuzimele	Umzali	15 & 12	500	2012/13
24.	Chamto	Umzali	15	150	2013/14
25.	Mnqumeni	Umzali	15	140	2013/14
26.	Nsiken	Corinth	3 & 4	2427	2013/14
27.	Mangeni	Corinth	1	1135	2014/15
28.	Bomvini	Corinth	3, 1 & 2	854	2014/15
29.	Vuka	Corinth	4 & 6	393	2015/16
30.	Ematyeni	Corinth	6	396	2015/16
31.	Gudlintaba	Corinth	6	473	2015/16
32.	Dumisa	Corinth	6	475	2015/16
33.	Siphangeni	Corinth	6	335	2015/16
34.	Nzombane	Corinth	3 & 18	341	2016/17
35.	Mawuse	Corinth	6 & 9	420	2016/17
36.	Driefontein	Corinth	8	425	2016/17

37.	Ncambele	Corinth	8	294	2016/17
38.	Rocky mount	Corinth	10	115	2016/17
39.	Ndawane	Corinth	1	513	2016/17
40.	Gaybrook	Ingeli	10	320	2016/17

The municipality is however striving to achieve the following:

- ⇒ Electrification of all areas in UMzikhulu.
- ⇒ Upgrading of existing electricity in all electrified areas.
- ⇒ Establishment of local ESKOM / electricity offices, a power station and its substations.

2.7.2. Roads

Over the years, the condition of road network has been a big challenge to UMzikhulu Municipality. However, through the assistance of the Department of Transport (DOT) and other government departments, the municipality has received substantial assistance in addressing the challenge. The following has been achieved:

- ⇒ All new roads designs were approved by DoT;
- ⇒ 60.4km of roads were built during 2009/10;
- ⇒ 20.9 km build and some were finalized during 2010/11 and Spring, off Stralhoek to Mathathane, Mfundweni, Masamini to Nxaphanxapheni, Lalen, Mkangala to Nsingizi Access Roads are on design & Tender for implementation in the 2011/2012 Financial Year;
- ⇒ DOT is busy constructing access roads Magcakini-3.5km, Pholanyoni-8.1km, Jovinja-5.6km, Malazi-7.5km, Mthinjwa-4.3km, Nyanisweni-4.5km, James/Mahawini-7.6km.
- ⇒ Total of 5.9km of roads have been surfaced (i.e. Main Street 100% complete = 1km; Skoonplaas 60% complete = 3.5km; Ntlambamasoka 100% complete = 1.4KM.
- ⇒ Through the NDPG, 1km long CBD road 2130 is under construction and a further 2km will commence during 2012/ 2013 FY.
- ⇒ Through COGTAs Small Town Rehab, programme, paving of specific muddy areas in town commenced in Nov. 2011
- ⇒ 16.6km surfaced successfully P749 = 3km P601 =2.6km P417 =11km Construction of 24.6km in progress and 20.8km on design phase

2.7.3. Water

Water in UMzikhulu is mainly drawn from natural sources like streams, rivers and fountains. Water in many areas is not purified and this makes these areas exposed or prone to cholera and other diseases. Quality of water is generally poor. Water from the main pipeline supplies and from the boreholes is not always in working order. Of the funding that has been received by the municipality, part of it is for the planned water projects that were previously halted due to lack of funding. There are projects that have been identified to cater for the provision of water and sanitation to the community.

The municipality is however still in the process of providing the following services:

- ⇒ Provision of clean water to all communities.
- ⇒ Establishment of water purification works in all schemes.
- ⇒ Provision of basic sanitation services.
- ⇒ Conducting of health and hygiene education
- ⇒ Developing a maintenance programme on water and sanitation services.

The following **Table 13** indicates households having access to piped water within UMzimkhulu Municipality:

Table 12: Households' Access to Piped Water

Type of Water Source	Census 2001	Community Survey 2007
Piped Water Inside Dwelling	2.4%	7.5%
Piped Water Inside Yard	8.3%	6.9%
Piped (tap) Water to Community Stand: Distance Less than 200m from Dwelling	15.6%	25.7%
Piped (tap) Water to Community Stand: Distance Less than 200m from Dwelling	9.3%	-
Total Piped Water	35%	40.2%

(Source: Community Survey 2007)

The above table indicates significant improvements to households' access to clean and hygienic water. The figures on the other hand also indicate that over 50% of households continue to access water from other less reliable and relatively hygienic water sources.

The Water Service Delivery Plan was prepared by Sisonke District Municipality and now forms a crucial basis for planning of projects.

2.7.4. Sanitation

Rural areas under the jurisdiction of UMzimkhulu use pit latrines with very few areas that use septic tanks. A main sewer line has been installed within the UMzimkhulu CBD and surroundings; therefore most CBD residents are using water borne sanitation system. The following **Table 13** indicates the percentage of households using pit latrine, bucket system and no toilet facilities:

Table 13: Households Access to Sanitation Facilities

Type Sanitation Facility	Census 2001	Community Survey 2007
Pit Latrine	84.0%	66.5%
Bucket Toilet System	1.7%	0.4%
No Toilet	7.6%	7.1%

(Source: Community Survey 2007)

The above table can be interpreted to indicate that only 26% of the households have access to waterborne sanitation facilities. It also indicates significant reduction to the use of pit latrines and the bucket toilet system, however little change occurred to households with no access to sanitation facilities.

A Draft Protocol to Manage the Potential of Groundwater Contamination from on-site Sanitation for UMzimkhulu Local Municipality has been developed. This Plan serves as a precursor for the development of a Sanitation Plan for the entire Sisonke District.

Figure 11 below indicates the households' access to water and sanitation:

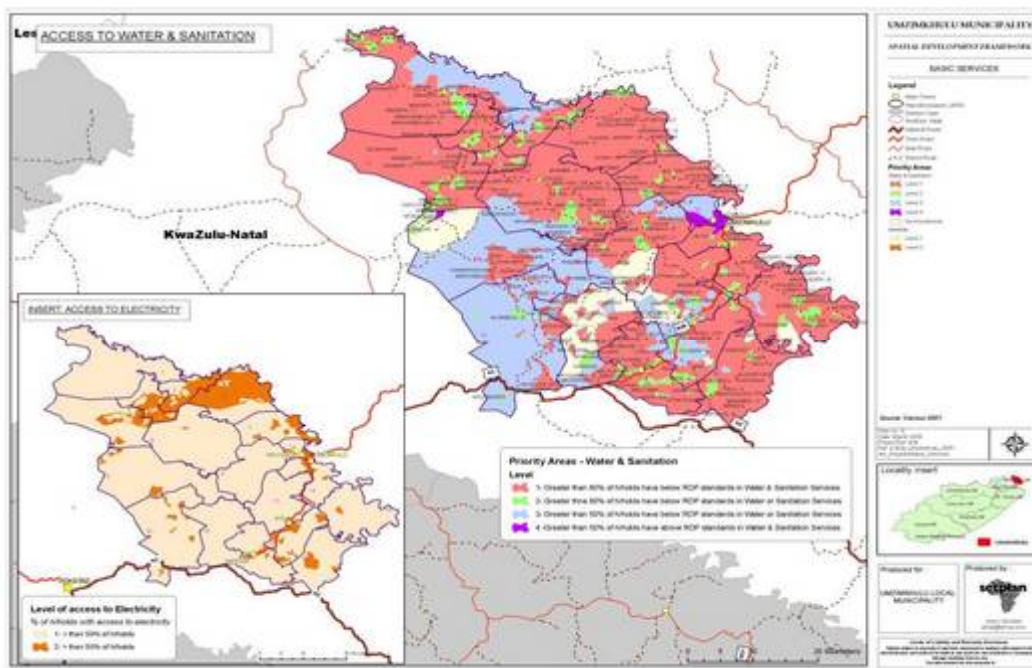


Figure 11: Household Access to Water and Sanitation

2.7.5. Refuse removal

The Community Survey 2007 indicated the UMzimkhulu Municipality's households' access to refuse disposal as depicted to **Table 14** as follows:

Table 14: Households' Access to Refuse Disposal

Access to Refuse Disposal	Census 2001	Community Survey 2007
Removal by Local Authority / Private Company	4.5%	5.4%
No refuse Disposal	11.7%	1.6%

The above figures indicate that there has been relative improvement to households' access to refuse disposal for the last seven (7) years, specifically to households who had no refuse disposal systems in place.

This service is currently only offered in the following areas:

- ⇒ CBD,
- ⇒ Ibisi,
- ⇒ Skoonplaas,
- ⇒ White city,

- ⇒ Emajaridini,
- ⇒ Extension 6 and 8
- ⇒ Nyenyezi and
- ⇒ Imbizweni

In 2008 the municipality purchased a refuse collection truck which is now fully operational. In addition tractors with tipper trailer augment this service at least once a week. The municipality intends extending the service to neighboring municipalities. Plastic bags are provided for the refuse collection. The refuse bins have been obtained for the CBD area during year 2008. There is a site however it is not properly managed partly because of the lack of machinery. The municipality is currently in the process of identifying suitable sites for locating landfill site.

Problems that are encountered with this service are as follows:

- ⇒ There is no recycling plant
- ⇒ There is no weigh-bridge to weigh incoming refuse in-order to charge other users
- ⇒ There is human resource capacity but funds are lacking

Balance of areas use dug holes for refuse disposal however this method results in the pollution of underground water. Rural areas on the other hand use open trenches to dispose their waste.

2.7.6. Housing

The Municipality has a Housing Sector Plan that provides guidance in the roll-out of housing initiatives within the Municipality. A number of low cost housing projects were inherited from the Eastern Cape Government, which were delivered under the People's Housing Process. Almost all of these projects still experience land legal problems in the form of land invasions, encroachments etc. In this regard, the Municipality appointed consultants to assist in addressing the issues. The KZN Housing Department is also engaged in the process of resolving these issues.

A format to record the applications has been designed and the list of applications has been compiled. A building inspector has been appointed to oversee building processes. However there is a need to expand unit's capacity to deal with the applications and other associated responsibilities.

The municipality embarked on a land audit, which was completed in November 2007. The municipality is busy with an array of land legal and development issues which will result in the unlocking of various development parcels. Land Acquisition and Disposal Policy as well as the Implementation Plan (Procedure Manual) has been developed and approved by the municipality.

Following are other challenges that are negatively impacting on the implementation of the housing projects in the municipal area:

- ⇒ Dispersed low density settlement patterns make the cost of installing, operating and maintaining of physical and social infrastructure (roads, water, electricity, clinics, schools and police stations) very high.
- ⇒ Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production.
- ⇒ Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers. In particular, north-south linkages are very poorly developed within and beyond the sub-region.
- ⇒ Lack of adequate bulk services and/or funding for the provision of bulk services within uMzimkhulu Municipality:
 - Adversely affecting the housing developments (both old and new projects) in the area. Bulk infrastructure is currently able to deal with only two projects (Riverside Phase 1 & uMzimkhulu Ext. 5 & 6),
 - Has limited the implementation of the resuscitation of the old housing projects which were formerly implemented by the Eastern Cape Provincial government to appropriately support housing delivery in the area in line with policy prescripts,
 - Packaging of new projects is also being adversely affected,
- ⇒ The majority of settlement in uMzimkhulu is vested with the Department of Rural Development and Land Reform. This poses a challenge as full township establishment (PDA) processes are required in order to provide individual title.

Housing interventions in the dispersed parts of the municipality need to be strongly directed towards the installation of infrastructure such as roads, water and sanitation to enhance the quality of life. Following proposed solutions can address some of these challenges:

- ⇒ Ring-fence MIG funding to support prioritized housing specific interventions;
- ⇒ Through integration with key stakeholders, the methodology to develop within a rural context be formalized for uMzimkhulu Municipality;
- ⇒ Extensive land audits be undertaken in order to inform a realistic Municipal Housing Sector Plan (MHSP) and Integrated Development Plan (IDP).

2.7.6.1 Housing needs and backlogs

There are two main ways of determining housing demand/need explored in by the UMzimkhulu Municipality. The first method uses census statistics. The housing backlog estimates based on census data takes into account both the population residing in informal settlements, and the creation of housing opportunities for those in inadequate formal shelter, such as outhouses or under conditions of over-crowding.

The second means of determining housing demand/need is through the analysis of the housing waiting lists where the municipality compiles a list of people who wish to receive housing support. This reflects the levels of demand for housing support.

According to the Reviewed Municipal Housing Plan (2010), in July 2008 there were 14 000 beneficiaries on the municipal housing waiting list. Of the 14 000 beneficiaries on the waiting list 11 600 have applied for low cost housing whereas 3 400 are for middle income housing. While the housing list is a useful tool to gauge the extent of housing need in the municipality it is currently (Municipal Housing Plan, 2010):

- Not linked to the national Housing Subsidy System to verify whether the applicants qualify.
- Captured using Microsoft Excel that does not allow/provide for income, gender and spatial representation of the information.

2.7.6.2 Identification of well-located land suitable for development

A large portion of the land within the municipality is held communally under ownership of the Department of Land Affairs/Rural Development and Land Reform. There are also lots of rural settlements within the municipality where land is owned under freehold title, although in some cases this land is utilized on a collective basis and individuals have access to that land on a communal basis.

By far the greatest need for housing services upgrade is in the tribal areas where the majority of the populations are located. The majority of the land is administered by the Tribal structures. According to the IDP the issues around the release of state land for housing upgrades and the mechanisms for registering ownership or use rights are currently being explored.

Below is the map which outlines current land cover in the municipal area. It is clear that the municipality has potential in agriculture subject to further investigations. Most of the land is currently used for grazing (veld) then croplands and plantations. It is crucial to note that products produced in this area are sold in its raw state. The majority of the housing projects are located in proximity to the existing settlement.

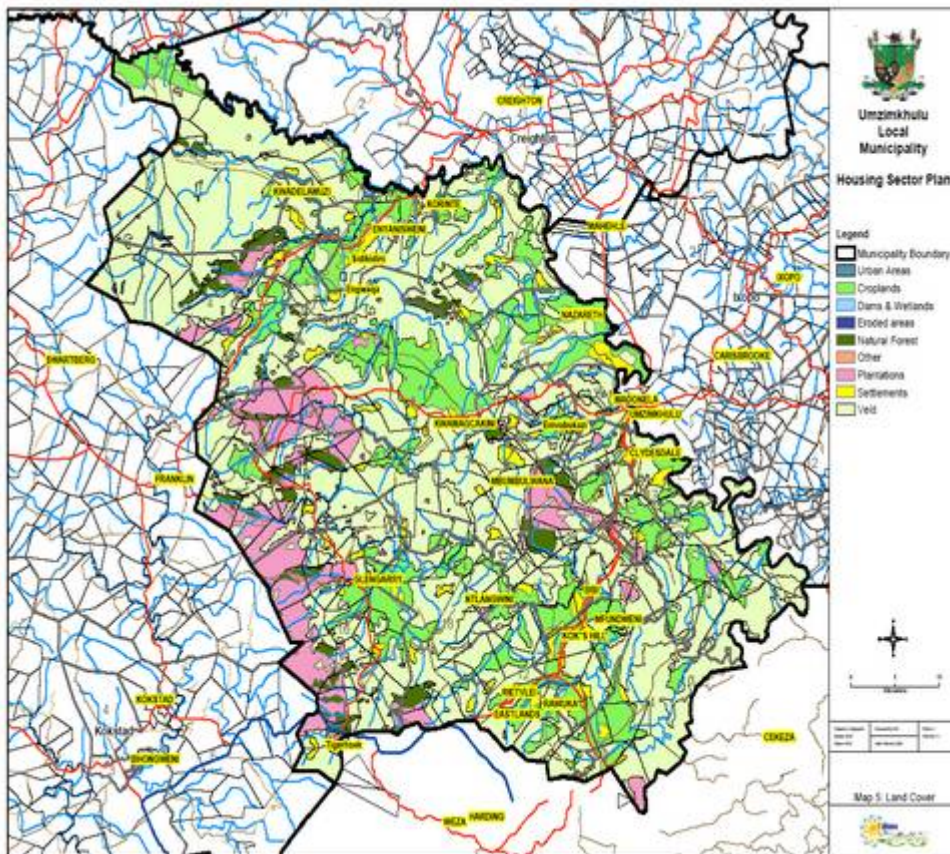


Figure 12: Housing sector plan

2.7.6.3 Investigation, verification and alignment of identified land with SDF

According to the Municipal Housing Sector Plan, all areas within the municipality requires housing which varies in its form from low cost, rural and middle income housing. Based on this assertion this section, only attempts to determine which areas have the highest number of people in need.

In terms of the municipal housing list, ward 16 and 17 have the highest number of registered applicants. Ward 16 is constituted of the lower parts of Mvubukazi next to the Mvumbukazi River, Mbizweni, Nyenyezi and the urban centre (Sisulu, Majalidini, White City, Sisulu and Skoonplaas. Ward 16 has the highest population densities in the municipality with densities ranging from 500 to 1000 people per square metre. Furthermore, the highest number of informal units is found in the urban centre particularly in Skoonplaas and Sisulu. Ward 17 is made up of the peri-urban centres of Clydesdale, Ebuta Farm and Fountain. These areas have population densities of ranging from 250 to 1000 people per square kilometre.

There are inherent spatial challenges associated with housing development in the rest of the municipality herewith listed below:

- Dispersed low density settlement patterns make the cost of installing, operating and maintaining of physical and social infrastructure (roads, water, electricity, clinics, schools and police stations) very high.
- Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production.
- Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers. In particular, north-south linkages are very poorly developed within and beyond the sub-region.

Housing interventions in the dispersed parts of the municipality need to be strongly directed towards the installation of infrastructure such as roads, water and sanitation to enhance the quality of life.

Below is the map which outlines the spatial location of the projects in the municipal area. The UMzimkhulu, Clydesdale and Skoonplaas housing projects are located within the UMzimkhulu primary corridor where there are retail activities and bulk infrastructure. The Mvubukazi and Emfulamuhle are rural projects at the periphery of UMzimkhulu corridor. The Ibisi and Riverside projects are located within the secondary corridors in terms of the current SDF.

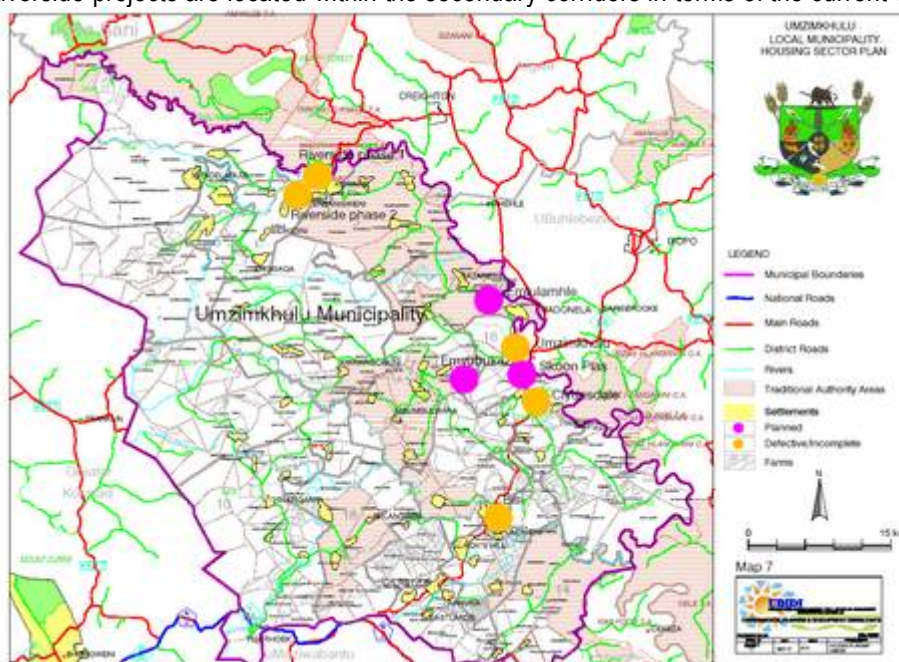


Figure 13: Housing areas

Irrespective of the challenges faced with regards to addressing housing issues, the Municipality with the assistance from The Department of Human Settlement and Department of Social Development has constructed or is in the process of constructing following number of houses on different wards:

2.7.6.4. Current Projects 2011/12

Riverside Phase 1

This project is currently being implemented by Provincial Department of Human Settlements. It was decided that the old defective structures should be demolished as they did not meet the National Housing and Building Regulation Council Regulations. The project is currently at foundation phase. 470 sites were initially approved before the project was blocked. On unblocking the project 208 beneficiaries could not be traced. As a result thereof these sites were deregistered and subsequently registered to new beneficiaries. As the project stand there are 262 registered sites, with 184 sites awaiting approval, while 24 sites are still unregistered.

Flagship Project

This project was identified by the Department of Social Development to provide housing for families who live in houses that the extent of defect is classified as life risk. There is no fixed number of units planned as the identification of these families is ongoing. A show house has been built at Lourdes. Villages in Ward 6 and 9 have been identified, these include amongst others, Mvubukazi, Chancele, Mambulwini, Ndzelu and Mahawini.

2.7.6.5. Planned Projects 2012/13

The projects planned for the 2012/13 Financial Year are made up of rectifications of the blocked projects that were transferred from the Eastern Cape in 2006. These projects are implemented by the Provincial Department of Human Settlements.

Riverside Phase 2

This project is at an advanced planning phase. It is one of the projects that were transferred from the Eastern Cape currently implemented by the Provincial Department of Human Settlements. The project is scheduled to commence in the 2012/13 financial year. There are two main activities that are delaying the implementation of this project, that is, the finalization of the Land Transfer from the Department of Land Reform and Agriculture.

Ibisi

This project is also at an advanced project planning phase. It is made up of 636 of which 560 units had been constructed. These now constitute the list of defective projects that are subject to rectification. Commencement of the project is scheduled for the 2012/13 financial year on completion of the installation of bulk services by the Sisonke District Municipality.

Clydesdale

The original project was made up of a total of 900 subsidies. This project has encountered a number of problems. First, the NHBRC declared the units structurally unsound for human habitation. Second, the allocated sites have been evaded. Consequently, the initial beneficiaries have to be deregistered and then reallocated new sites. Third, the bulk services were not installed. Finally, the disputed ownership of land between the state and the community of Clydesdale and the state has finally been resolved with the ownership transferred to the municipality.

UMzimkhulu Extension 5&6

The project is made up of a total of 709 units of which 705 beneficiaries had already been approved. Similar to the other projects that were developed through the People's Housing Process these units were all found to be structurally defective by the NHRBC. Secondly, there have been encroachments on the sites which required re-surveying of the sites. The community has conceded to the rectification process that is scheduled to commence in the next financial year.

UMzimkhulu Extension 9&10 – Slums Clearance

This is a slums clearance project made up of a total of 100 units. The project is now scheduled to commence in the 2012/13 financial year using the funds that were transferred from the Eastern Cape in 2007.

2.7.6.6. Future Projects 2013/14

UMzimkhulu Villages

This project constitutes 1850 units that make up rural housing in uMzimkhulu Municipality. The scheduling of these projects is largely informed by the estimated period for the release of land and supply of bulk water. The water schemes have already been constructed in some of the villages.

However, the land for the project area is vested to the Department of Rural Development.

Table 15: Future Projects

Project Area	No of Units	Subsidy Instrument
Mvubukazi	500	Rural
Mabandla	500	Rural
Khiliva	500	Rural
Roodevaal	350	Rural

Skoon Plaas

This project constitutes 100 units that are situated below the demarcated flood line. The Reviewed Housing Sector Plan (2010) indicates further investigation is required as it has not been determined whether this argument remains valid after the flood mitigating studies conducted by the municipality. Second, the plan depicts that ownership of these properties requires investigation as the current inhabitants are not the legal owners of the land.

2.7.6.7. Unclassified future projects

The municipality has a list of 109 future projects made up of 31 348 units. If this list is taken at face value it will mean that every household in the municipality requires housing support which renders this list invalid. Second, these projects have not been scheduled in order of priority. With the new council in office, the process of classification becomes urgent as this list has been carried over from previous housing plans. Furthermore, these projects have not been assessed for feasibility. Consequently, cash flow projections of these projects have not been done. The Housing Sector Plan therefore proposes that the list should be given serious consideration by council to draw annual projects.

2.7.6.8 Conclusion on housing processes

Based on the assessment and compilation of the information and findings reported the following conclusions and their respective recommendations are drawn.

- ⇒ The UMzimkhulu Municipality is home to approximately 243 242 people. The municipality has recorded a 28% growth in population between 2001 and 2007. This puts the municipality under extreme pressure to deliver housing.
- ⇒ The conditions under which families live in the Municipality are severe. These conditions include high levels of poverty, poor access to services and social infrastructure. The single contributors to underdevelopment in the Municipality are the high levels of poverty coupled with low levels of education as well as the rural nature of the area.
- ⇒ Unless the Municipality considers economic development strategies that will create a vibrant local economy, the high levels of state dependency and the inability of households to adequately meet their basic needs including housing will continue into the future. Secondly, the spatial location of projects should focus on increasing access to opportunities, thus the proposals to locate on nodes and corridors should be emphasized.
- ⇒ UMzimkhulu Municipality has a housing waiting list that is used to quantify the need for housing development. More than 14 000 beneficiaries on the list have not been verified for qualification through the national system. To ensure the accuracy of the housing

waiting list it needs to be linked to the municipal housing list to the National Housing Subsidy System (HSS).

- ⇒ There is limited land in the urban centre for further development. There are a number of peri-urban settlements in the municipality that offer a viable alternative to the CBD. The municipality has developed a layout plan for the new CBD. A PDA application is underway to unlock development of the new CBD.
- ⇒ The regeneration of the CBD could offer immediate opportunities for the development of a diversified housing market that will attract both middle income and high income earners. Thus the municipality needs to consider public private partnerships to roll out middle and high income housing opportunities that will enable it to generate revenue on property tax while encouraging more business development in the area.

2.7.7. Summary of issues

There are many villages in UMzikhulu that still have not been electrified. The Electricity Service Delivery Plan that is currently underway; to investigate all electrification backlogs within UMzikhulu Local Municipality will assist in the municipality determining electricity projects.

The bucket system is in the process of being eradicated. The majority of the municipality used pit latrines with the water borne sanitation system installed only in the CBD and surroundings.

The priority for refuse collection should be the management of the dumping site. Other methods of waste disposal in rural areas should be considered and the current methods pollute the underground sources of water. Equipment to collect the refuse is not available and this has made it hard to render this service to the community.

The UMzikhulu Municipality has no Municipal owned housing stock that are leased or rented out to the community and government departments. As a result, the municipality is not generating revenue from rent. The land audit will assist in clarifying the various land legal issues that are arising in the municipality and thereafter investments can be made in various areas without the fear of land claims.

2.8. ENVIRONMENTAL ISSUES

The municipality has not conducted any environmental assessment and therefore does not have environmental tools for controlling development. However, the municipality is in the process of sourcing funding to undertake an Environmental Assessment for the entire municipality that will act as a guiding framework for future developments.

2.8.1. Environment

Current condition of the natural environment is reflected in terms of land cover characteristics as per Figure 12. The plan reflects that a total of 18.2% of the overall municipal area consists of Degraded Unimproved Grassland. These degraded areas are mostly concentrated in the southern and eastern extent of the municipal area. Only

0.07% of the municipal area is under commercial cultivation, whilst 15.6% is under subsistence cultivation. Approximately 9.24% of the municipal area is under commercial plantations. Overgrazing, excessive/uncontrolled removal of vegetation, road construction activities, veld and forest fires and pollution are regarded as the main threats to the environment.

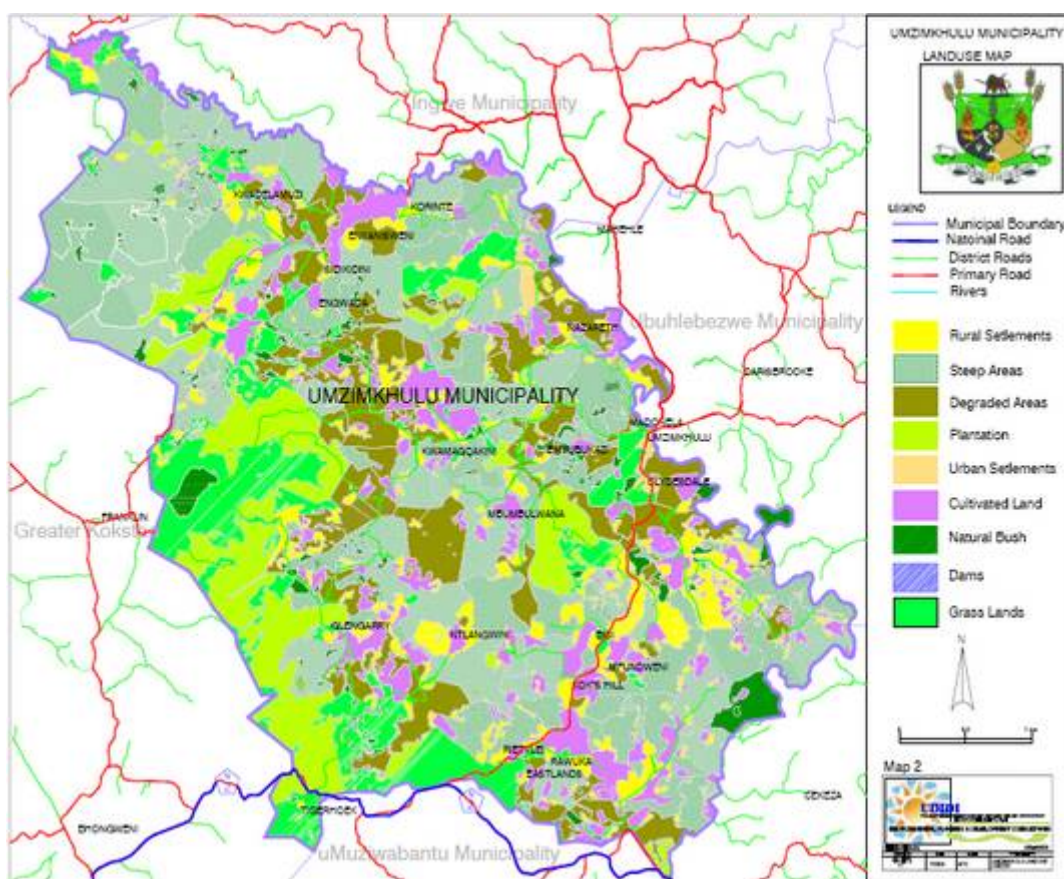


Figure 14: Land Cover

2.8.2. Climate

According to Camp, 1997 the area has a humid climate, with an annual rainfall ranging from 800mm to 1 280mm. Heavy mists are a common and important feature, providing additional moisture, particularly to forests. The mean annual temperature for the area is 17°C. Climate hazards include occasional droughts, usually of short duration, occasional hail, frost which varies from slight to severe, and excessive cloudiness during the summer growing season. Hot north-westerly (“berg”) winds, followed by sudden cold temperatures or cold fronts, make for unpredictable conditions, particularly in the spring and early summer (Camp, 1997).

Land Cover

The study area is covered for the most part by urban/built environment (to include residential, mixed-uses, CBD area) (70%), and the rest of the area by cultivated, temporary, commercial, irrigated, degraded (unimproved) grassland, thicket, Bushland, bush clumps, high Fynbos, unimproved (natural) grassland), water bodies, wetlands, rivers and roads (30%). The town of UMzimkhulu is situated on the banks of the UMzimkhulu River alongside the R102. Although the residential part of the town is

located mostly on higher ground, the Central Business District (CBD) is located within the 1: 100 year floodline on the right bank of the river and is therefore subject to flooding. The administrative and economic centre of the municipality is located within the town centre in central portion of the study area. The CBD is located along the R56, the primary movement corridor of the local municipality and the district municipality. The R56 provides a linkage to Ixopo and Pietermaritzburg in the north and Kokstad and the N2 in the south and east.

The land uses within the study area comprises commercial development, residential development, hotel, filling stations, three sports fields (central portion of the CBD), cultivated land (north-eastern and south-western portion), cemetery (south-eastern portion), and tourism centre.

Topography

Much of the CBD is located in the wider river bed of the UMzimkhulu River and the topographic conditions of the study area are very flat. The site lies at an altitude range of 900m to 1 400m above sea level. The gradient of the site is approximately 1: 80 in a north westerly direction.

Geotechnical Suitability

A geotechnical study was conducted by Terratest (Geotechnical, Environmental and Earth Science Consultants). The geology of the site consists of shale and sandstone of the Pietermaritzburg Formation and post Karoo Dolerite and is suitable for development. Colluvial and residual soils as well as weathered shale occur on the site. Low to moderately expansive soils were considered across the site and therefore specialized foundation measures are required. Excavation of service trenches must be done by means of a Tractor Loader Back-Actor (TLB).

Groundwater was noted to occur in the northern portion of the site and groundwater seepage may be problematic shallow depths at the site.

Hydrology

The following information is extracted from the Inception Report for the Flood Protection Feasibility Study by Arcus Gibb (2008): The study area falls within the UMzimkhulu River catchment area and most parts of the catchment are undeveloped and area still in their natural state. This however, applies to the upper sections of the catchment. The middle lands and the lower sections of the catchments comprise commercial farming. At Islington, just upstream of the confluence of the UMzimkhulu River and Cabane River (a tributary coming from the south), the approximate river bed elevation is 836 meters above sea level (msl), the distance between the left bank and the right bank is 570m. The UMzimkhulu River is known to have a high sediment load. This high level of sedimentation in rivers leads to physical disruption of the hydraulic characteristics of the channel. This could, in turn, lead to increased flooding because reductions in capacity of the river channel to efficiently route water through the drainage basin. Furthermore, the Environmental Potential Atlas for South Africa (EPASA, 2000) states that the erodibility index for the UMzimkhulu catchment has a range of 3-7 with the value of 1 (one) being the highest susceptible and 19 being the last. The water quality on the UMzimkhulu River is expected to be good, although downstream of the confluence with the Pholela River, sediment loads are high.

2.8.3. Wetlands/Riparian Delineation

Wetlands are one of the most threatened and valuable ecological assets in South Africa, as they perform specific ecosystem services that industry, agriculture and the public benefit from directly and indirectly.

Introduction

Land Resources International (LRI) (Pty) Ltd undertook a Wetland/Riparian Delineation and Functional Assessment Study within the study area.

The wetland and riparian areas were delineated according to A Practical Field Procedure for Identification and Delineation of Wetland and Riparian Areas – Edition 1 (DWAF, 2005). The boundaries of these areas were determined at appropriate intervals and were recorded utilizing a mapping grade Global Positioning System (GPS) accurate to 1m. The study identified the boundaries of the temporary, seasonal and permanent zones of wetness within the study area. The subsequent information was utilized to produce a GIS coverage of the wetland habitat within the boundary of the development site. To provide an indication of the benefits and services, the hydrogeomorphic (HGM) units within the project area was assessed utilizing the functional assessment technique, WET-EcoServices, developed by Kotse et al (2007). This is a rapid assessment technique based on readily described indicators, which would assist in identifying the important features and benefits provided by wetland systems.

Overview

The most important hydrogeomorphic (HGM) unit is the UMzimkhulu River floodplain, yielding Intermediate to Moderately High scores for nine of the fifteen recognized EcoServices. The most significant benefits of this HGM were the sediment trapping and the enhancement of water quality through phosphate, nitrate and toxicant removal. The UMzimkhulu River provides resources such as fish, cultivated food and livestock grazing to local communities. The remaining two HGM units are important in enhancing water quality and for the provision of natural resources and cultivated food. Stream flow regulation and erosion control proved to be important ecosystem services provided by these systems.

2.8.4. Vegetation Survey

The drive to realize economic targets by improving on transportation networks, urban commercial and industrial development, sports and recreation, residential and mixed-use land uses, has resulted in the ecosystems on which long-term economic prosperity and well-being depends, not always being given the appropriate protection. Habitat loss and landscape fragmentation are recognized as the biggest threats to current biological diversity. Fragmentation implies much more than simply habitat loss. Habitat loss and landscape fragmentation are recognized as the biggest threats to current biological diversity. Fragmentation implies much more than simply habitat loss. By creating small, isolated patches, it also results in altered properties of the remaining habitat. Ecosystems that are intact, and therefore functional, play important roles in abating pollution, providing recreational opportunities and providing aesthetically beautiful scenery, thereby adding to land values.

Introduction

An Ecological Assessment was conducted by LRI. The Ecological Assessment which was based on the ecological integrity and sensitivity applied to the vegetation component of the ecosystem. The status of the ecology of the study area is based on a

desktop and fieldwork study component. The Ecological Assessment provides the following:

- A description of the various vegetation types contained within the study area;
- An assessment of the degree of disturbance sustained by these vegetation types;
- Their relative sensitivity to further disturbance; and
- Which of these areas are priority conservation areas?

Overview

The cultivated land, central grassland and eastern wetland areas were considered to have a Low conservation priority. The level of disturbance sustained and their situation in the hub of the CBD precludes the opportunity for limiting future disturbance and it is unlikely that conservation goals could realistically be met. The systems have also been fundamentally altered, with the result that they have little conservation value.

The riparian habitat associated with the UMzimkhulu River is important as an ecological corridor linking undisturbed habitats upstream and downstream of UMzimkhulu town. These routes are important for the migration for birds, mammals and reptiles as they move in response to seasonal changes in climate. The habitat is also an important source of local biodiversity, and was considered to have High conservation value and corresponding priority. In addition the necessity for good vegetation cover on the banks of this major river cannot be overstated from a soil conservation viewpoint. The wetland habitat in the northern part of the project area contains the highest floral and faunal biodiversity in the study area, and is also among the least disturbed. It also provides a valuable resource in the form of grazing for livestock, although this should be regulated. It is therefore considered to be a High conservation priority area. In addition to the plant species recorded, the habitat was also found to support a rich diversity of birdlife. Although cattle were observed within the wetland, heavy utilization of the sward was not evident.

The mistbelt grassland in the south western corner was also considered to have a High conservation value due to its threatened status as a vegetation type within KZN. This section of grassland forms part of a larger area which can potentially play an important role in what is becoming an increasingly fragmented vegetation type. It is recommended that the following practices be implemented:

- ⇒ Burning every 2 or three years;
- ⇒ Regulated grazing;
- ⇒ Removal of hunting dogs from this area to allow natural mammal populations; and
- ⇒ To re-establish the grassland.

2.9. ECONOMIC DEVELOPMENT

UMzimkhulu Municipality adopted a Local Economic Development Strategy (LED) in July 2007. The national framework for LED in South Africa aims to support the development of sustainable local economies through integrated government action. This government action is developmental and stimulates the heart of the economy, which consists of a collection of enterprises including cooperatives that operate in local municipal spaces.

LED is one of the five Key Performance Areas (KPA's) for Local Government. As a key performance area, LED is strongly interrelated and dependent on the other four KPA's. The alignment of the Municipal LED Plan with National and Provincial objectives will be catered for when the strategy is being reviewed. However, the District Municipality is in the process of developing its LED Plan and alignment with district objectives will also be considered in the review of the plan.

The municipality is currently reviewing the LED and Comprehensive Agricultural Plan that will be incorporated in the SDF.

The strategy identified the following sectors as the sectors that currently exist in UMzimkhulu.

- ⇒ Agriculture
- ⇒ Forestry
- ⇒ Community , social and other personal services
- ⇒ Trade and tourism

2.9.1. Agriculture

Agriculture sector accounts for the largest formal number of employees in the municipality. According to the information obtained from the local office of the department of Agriculture, UMzimkhulu has excellent weather, high quality soils and river streams dissecting the landscape giving opportunities for high value agricultural production. It is reported that this sector declined after government funded schemes collapsed. People were too dependent on government for agricultural development. However, there is potential for growth with proper support (financial, technical, business) to farmers. The introduction of new technologies and new products will result in the growth of this sector.

Agricultural sector contributes primarily in the local economy due to its high agro-ecological potential. It contributes only 7% to GDP because of the fact that agricultural activity is practiced at a subsistence level and only 8% to employment. No significant large –scale commercial agriculture exist except for the privately managed timber plantations

Agriculture in UMzimkhulu consists of cattle and sheep farming, crop farming and poultry farming which are the most common ways of sustaining livelihood in the area. There are various projects that are initiated for farming but most of them are not sustainable as a result of poor management and marketing skills. Most of the projects that exist are good but misplaced e.g. breeding chickens in an area that has good soil, plenty of water and would make more economic sense for crop production than breeding chickens.

- ⇒ The local municipality has attempted to assist the projects through providing for some of their requirements and assist in the registration of the various projects, but lacks coordination of the whole exercise.
- ⇒ The human resource in the LED department of the municipality is also not enough to carry out all the functions that this department is responsible for.

- ⇒ There is also a problem with securing financial loans for the projects however some development banks are now assisting.
- ⇒ Land tenure practices in the area can be regarded as one of the main factors hampering investment in agricultural production.
- ⇒ In addition to this sprawl of low- density rural settlements can also be regarded as a leading factor in the loss of high potential productive agricultural land.
- ⇒ Agriculture currently contributes only 2% of the Gross Geographic Product of the Municipal area

2.9.2. Forestry

Forestry makes up most of the income generation in UMzimkhulu however most of these forests are privately owned. Singisi Forest is the biggest stakeholder of forestry in UMzimkhulu. According to information obtained through interviews the forests cover 60 000 hectares. Singisi Forests is looking at expanding to twice the current capacity. Currently they have three (3) sawmills and a mushroom plant. The mushroom plant deals with packaging and exportation of mushrooms that are found in all the pine forests.

These forests currently have pine, gumtree and wattle as the planted species. The pine is used for making furniture, building material, chemicals and cosmetics (pine gel). The gumtree and wattle don't create jobs in the area as they are mostly used for paper manufacturing and UMzimkhulu doesn't have the plants to manufacture paper so it is sent to manufacturers in Richards Bay as a raw product.

The main threat to the forests is veld fires and livestock. Singisi has a fleet of fire extinguishers however more still needs to be done in the actual prevention of veld fires.

As part of their Corporate Social Responsibility Plan the Hans Merenskie group (Singisi Forests) has community development projects that target education, training and capacity building. The companies achieve this through providing bursaries, building schools and community clinics etc. Furthermore Singisi Forests have opened a trust fund in the areas where they have forests so they could plough back the money they make from the natural resource of the community. The trust fund is used at the community's discretion.

2.9.3. Community, social and other personal services

This is the second largest employment sector. It includes public administration, education, health and social work and other community, social and personal service activities and recreational, cultural and sporting activities.

2.9.4. Trade and tourism

This is the third largest sector. It includes wholesale and retail trade, repair of motor vehicles, personal and household goods, accommodation establishments that to a large extent fall within a category of formal economy.

The tourism product is a combination of eco- and cultural tourism. The broader retail, wholesale, catering and accommodation sector contributes 12% of GDP and 12% to employment. Private and public-private tourism initiatives e.g. the development of the rail tourism in neighboring municipalities is underway and herein lies the potential to grow tourism in UMzimkhulu.

Tourism is recognized as one economic contributor that has major potential in boosting the economy of UMzimkhulu. The sector has just recently been explored with only a few projects completed. The competitive advantage of this sector is the availability of beautiful scenery, wildlife, monumental places and forests that harbor rich bio diversity. It must be highlighted that the Municipality has completed its Tourism Sector Plan which highlights various tourism attractions within the Municipality and strategies towards their development. A number of projects were also highlighted.

Currently this sector is not properly marketed or advertised. However for the growth of this sector various infrastructural assets that hamper the functioning of tourism require upgrade.

The following map indicates spatially the UMzimkhulu Tourism Sector Plan:

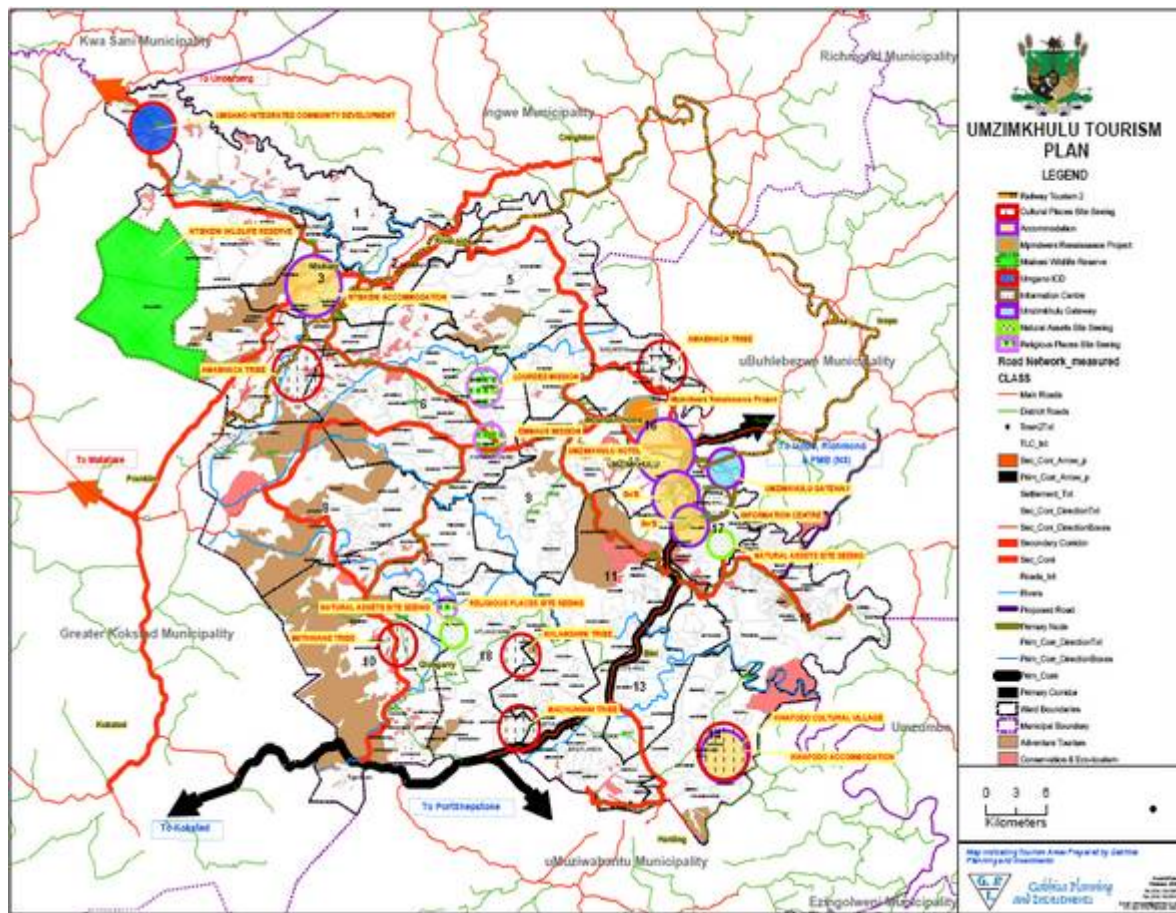


Figure 15: Tourism Sector Plan

Economic activity in the **informal economy**, which has historically been difficult to define, is also growing. In the context of UMzimkhulu the informal economy ranges from people selling on tables on the street side to people operating from the transido and mobile vendors. The working conditions of most of these traders are not conducive to the growth of their businesses. The economy is also very fluid in that the consumer trend / interest is unpredictable for the kinds of goods they generally sell... Although some street furniture is provided some of it is left unused as the traders complain that there are no customers coming towards their direction. This furniture has become a “waiting area” for school children that are waiting for transport and need shade from the sun.

The traders that are selling from the streets and at the stands in the rank also have a problem with ablution facilities, amongst other things. There is poor parking space organization for both deliveries and customers, and issue that can potentially discourage potential customers. There are also no storage facilities for these vendors and they end up renting at the transido's to keep their goods overnight. Even such space is not enough for all the traders.

The transido's accommodate hair salons, dressmakers, catering, appliance repairs, herbalists and a driving school. The workers that are operating from transido's are operating with no water and ablution facilities.

2.9.5. Finance and Business Services

This sector has average performance in terms of number of employees but substantial GDP contribution and rapid growth over the last decade. However this sector is largely dependent on the growth of the other sectors and the potential for direct growth in this sector is limited.

2.9.6. Conclusion

LED in UMzimkhulu has various sectors that need to be developed. It is important to emphasize that the importance to identify and build on the agricultural, forestry and tourism potential of the area and target investment to LED related initiatives and programmes taking place outside of the urban centres that have potential for growth and to generate economic spin-off benefiting the large number of rural poor.

LED in the area can be better achieved through the formation of partnerships with the various private and public entities. The LED will improve the livelihoods of most households in the area and this can be achieved by improvement of other sectors in the area. For example the road condition has a bearing on the accessibility of the various tourist destinations in UMzimkhulu.

The transport system will also need to be improved and regulated to cater for the projects that are far from the main mobility routes. The transport system will also ensure accessibility to the remote areas.

As a means towards the implementation of LED strategy, the municipality hosted an LED summit in 2008. The summit focused on the following themes:

- ⇒ Land, Agriculture and Forestry
- ⇒ SMME and Informal economy
- ⇒ Tourism, Arts, Craft and Culture
- ⇒ Retail , commercial formal business
- ⇒ Public Transportation, Public services

2.10 STAKEHOLDER NEEDS AND PRIORITY ISSUE

UMzimkhulu has various stakeholders that are servicing the municipal area. These include both government and private entities. The various entities that exist in UMzimkhulu include;

- ⇒ Sisonke District Municipality
- ⇒ UMzimkhulu Local Municipality
- ⇒ Department of Agriculture
- ⇒ Department of Health
- ⇒ Department of Social Development
- ⇒ Department of Home Affairs
- ⇒ Department of Education
- ⇒ SASSA (South African Social Security Agency
- ⇒ Singisi Forests

2.10.1. Sisonke District Municipality

Sisonke District Municipality is the District which offers all district services to UMzimkhulu Municipality. These include bulk water and sanitation, electricity etc.

2.10.2. UMzimkhulu Local Municipality

UMzimkhulu Local Municipality is the municipality that is responsible for service delivery in the UMzimkhulu Municipal Area.

The Municipality has 5 units namely

- ⇒ Community Services Department,
- ⇒ Corporate Services Unit,
- ⇒ Infrastructure,
- ⇒ Planning and Housing and Finance.

2.10.3. Community Services department

The department has 5 units namely;

- 1 Arts & Culture
- 2 Sports Development
- 3 Libraries
- 4 Social Development
- 5 Traffic and Law enforcement,

- ♦ *Traffic Regulation and Law Enforcement*

Safety and security has 2 aspects to it, traffic control and policing. The aspect that falls under the municipality is traffic regulation. The unit is responsible for testing, traffic regulation and implementing the traffic bylaws. The municipality has an under resourced traffic unit. The urban regeneration programme will assist in the building of parking bays so the municipality can generate income from parking.

The municipality has established a Fire and Rescue services unit. In 2009 the Municipality through the assistance of COGTA appointed the Rural Metro for three years to service UMzimkhulu for fire and rescue. The municipality has also purchased equipment which include fire engine and bakkies sakkie.

Challenges

Currently there is no tracking system to assist with tracing of defaulters and consequently the municipality is unable to collect revenue from defaulters. The municipality does have bylaws for but they are barely implemented due to a lack of human resources. In addition the current working space of the unit is not sufficient for all their functions.

- ♦ **Economic Development**

There is an Economic Development Strategy in place which is outdated.

2.10.4 Corporate Services Unit

This department has the following aspects;

- Human Resources
- Skills Development
- Labour Relations

- ♦ *Human Resources*

The municipality has completed a Human Resource Strategy Plan. The Internship programme has assisted with the workload especially in the Finance unit. The Organogram of the municipality has been updated to address the implementation of 2012/2013 IDP.

- ♦ *Skills Development*

The Workplace Skills Plan has been completed and is currently being implemented. However the lack of financial resources hinders the full implementation of the WSP. Skills that have been prioritized include management skills, Leadership skills and computer literacy. Learnership programmes within the municipality are used to implement scarce skills.

- ♦ *Labour Relations*

This function is handled by the manager of the Corporate Services department. Whilst the municipality strives to uphold stronger labour relations, it is committed to ensuring efficiency to work ethics and Batho Pele principles as well zero tolerance to fraud and corruption. In this regard the municipality has successfully concluded in favor of the municipality.

- *Office Space*

The Department of Cooperate Development constructed offices for traditional leaders and the building has been handed over to the municipality with 70% percent vacancy which the municipality is utilizing to allocate officer.

2.10.5 Infrastructure Services Unit

This unit comprises of road, refuse, electricity, parks and town beautification. The municipality in the new organogram has proposed a post for Extended Public Works Programme (EPWP) coordinator in order to improve reporting on employment creation which will aid the municipality to receive incentive grants.

Nonetheless, consultants were appointed to visit all the 18 wards and undertake a study to determine the following for all infrastructure projects.

- ⇒ Conduct a skills audit for all the projects
- ⇒ Create a business plan for all the projects.

2.10.6 Planning and Housing

The municipality has employed a Housing and Planning Manager. The goal of this department is to manage and promote informed integrated planning, development and housing that accelerates quality service delivery and ensures sustainable communities.

2.10.7 Finance

The Municipality has a fully functional Finance Department which has recently completed the review of its financial plan for 2012/2013 financial year.

It is important to note that the implementation of Property rates affected the current parameters in the indigent policy. In this regard, it became necessary to review the thresholds within the indigent policy from R2000 to R2500.

The municipality continued to receive an unqualified report from the Auditor General from 2008 to date with matters of emphasis and corrective Action Plan is attached.

2.10.8 Department of Agriculture

The department is based in the CBD. This department renders the following services to the UMzimkhulu Municipal area.

- ⇒ Technical advice for agricultural services
- ⇒ Technical advice on environmental management
- ⇒ Veterinary services
- ⇒ Agricultural extension services (social facilitation, project management etc)

2.10.9 Department of Health

The department is based at the College. These offices are mainly focused on managing the clinics in the UMzimkhulu municipality. The services that are rendered by the department include the following

- ⇒ Chronic services and mental health
- ⇒ Rehabilitation service
- ⇒ Environmental Health Service
- ⇒ Adolescent services (youth friendly clinics)
- ⇒ TB control
- ⇒ HIV/Aids management and ART is available in 5 clinics

2.10.10 Department of Social Development

The department is based at the college. This department is mainly focused on Community development which include the following aspects

- ⇒ Youth development: this includes the developments of skills and knowledge for the youth to improve employment opportunities. This is achieved through internships and other community development programmes.
- ⇒ Sustainable livelihood: this includes poverty alleviation programmes. The department provides an integrated programme that responds to poverty.
- ⇒ Institutional capacity and support: this includes assisting in registering community projects as Non Profit Organizations (NPO). The department also assists in the improving of governance and management of NPO's so they can be self-sustainable.
- ⇒ Research and demography: this is the research in population development trends.
- ⇒ Population capacity development: this is the training of youth and women on HIV issues.
- ⇒ HIV/AIDS: this programme includes establishment of community based centres, provision of support to victims and launching a prevention programme.
- ⇒ Child care and protection services: this includes child placements, foster care grant and child abuse cases.
- ⇒ Social crime prevention: This is a probation service for children in conflict with the law. It seeks to rehabilitate children and divert their cases from the mainstream.
- ⇒ Substance abuse: This is rehabilitation and counseling to substance abusers.
- ⇒ Care for the aged: This includes referrals to residential care and providing support to the NPO's
- ⇒ Care for people with disabilities: This is launching income generating projects for the aged and assistance in accessing social grants.
- ⇒ Victim empowerment programme: these are support centres for abused women and children where counseling is provided to victims of violent crimes. Referrals for domestic restraining orders are also issued.

2.10.11 Department of Home Affairs

These offices are at the College; however they have not been renovated from the kitchen they used to be. This department offers the following services;

- ⇒ Birth Certificate
- ⇒ Death Certificate
- ⇒ Identity documents
- ⇒ Marriages
- ⇒ Passports

The department is currently suffering from a lack of working resources, which include office space, equipment and staff. The department has a mobile truck to service the areas that are far from the CBD. The truck services the entire Sisonke district and this year it will visit each municipality once a week as opposed to the once a month previously.

2.10.12 Department of Education

There are circuit offices in UMzimkhulu that are under the Kokstad region based. The role of this office includes:

- ⇒ Servicing of the 178 schools in UMzimkhulu through ward managers
- ⇒ Submission and distribution of learning material
- ⇒ Providing schools with subject advisors
- ⇒ Coordination of district and provincial activities

Mud structures make up approximately 120 of the schools in the area. This poses a problem because of the deteriorating conditions of these structures. There is still a shortage of classes and desks for the learners. The projects for UMzimkhulu of this department are driven by the regional office in Kokstad

2.10.13. SASSA

SASSA is an agency that is responsible for the registration of social grants. This agency registers the following types of grants;

- ⇒ Old age grant
- ⇒ Disability grant
- ⇒ Care dependency grant
- ⇒ foster care grant and
- ⇒ grant in aid

The agency is also responsible for social relief which includes the distribution of food parcels that are distributed to households for 3 months.

2.10.14. Department of Transport

The department has offices at the college; however the role of these offices is the implementation of projects from the offices in Pietermaritzburg. There are no set functions that are performed by the offices in UMzimkhulu.

2.10.15 Singisi Forests

Singisi Forest is the biggest stakeholder of forestry in UMzimkhulu. According to information obtained through interviews the forests cover 60 000 hectares. Singisi Forests is looking at expanding to twice the current capacity. Currently they have three (3) sawmills and a mushroom plant. The mushroom plant deals with packaging and exportation of mushrooms that are found in all the pine forests.

These forests currently have pine, gumtree and wattle as the planted species. The pine is used for making furniture, building material, chemicals and cosmetics (pine gel). The gumtree and wattle don't create jobs in the area as they are mostly used for paper manufacturing and UMzimkhulu doesn't have the plants to manufacture paper so it is sent to manufacturers in Richards Bay as a raw product.

2.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good Governance is described as “involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty”. Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfill their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product.

2.11.1 Participatory Structures

UMzimkhulu Municipality is participating in the following structures that are established at a district level:

- ⇒ Mayors Forum;
- ⇒ Municipal Managers' Forum;
- ⇒ LED and Tourism Forum;
- ⇒ Planners Forum;
- ⇒ CFOs Forum;
- ⇒ Infrastructure Development Forum;
- ⇒ Corporate Services Forum.

In addition to these District structures the municipality has also established or participated in the following:

- ⇒ **Women's Council:** This structure looks at the interest of women within the municipality to ensure that women needs are put into consideration in any municipal development.

- ⇒ **Council for People Living with Disabilities:** This structure looks at the interest of people living with disability in the municipality to ensure that their needs are put into consideration in any municipal development.
- ⇒ **Youth Council:** This structure looks at the interest of youth within the municipality to ensure that their needs are put into consideration in any municipal development.
- ⇒ **Local HIV/AIDS Council:** This structure looks at the interest of people living with HIV/AIDS within the municipality to ensure that their needs are put into consideration in any municipal development.
- ⇒ **Ward Based HIV/AIDS Committees:** This structure looks at the interest of people living with HIV/AIDS at the ward level to ensure that their needs are put into consideration in any municipal development.
- ⇒ **Ward Based Sports Committees:** This structure looks at the interest of the youth within the municipality to ensure that sports facilities are considered in any municipal development.
- ⇒ **Traditional Leader:** These structures participate in the district house of traditional leaders and locally they participate through the stakeholders' forum. However, some of the chiefs in our municipal area are not recognized by COGTA which poses as a challenge where for instance there was no election of traditional leaders this year.
- ⇒ **Ward Committee:** These committees are established, functional and training has been offered.
- ⇒ **Shared Services:** The municipality is participating in this program and it has benefitted the municipality greatly as services of GIS and planning have been realized.
- ⇒ **Annual Report:** The annual report has been compiled and all public participation processes have been done and the oversight report will be adopted at the end of March.

The municipality also uses websites, posters, notice boards, and radio as a means of communication to the public. The following **Table 16** provides an indication of the participation and consultation processes which have been undertaken:

Table 16: Public Participation Meetings

Communication programme and milestones				
OBJECTIVE (s)	ACTION	REPPONSIBILITY	TIMEFRAME	STATUS
To give the communities the opportunity to participate on their development.	IDP izimbizo	IDP Manager, Public Participation /communications unit.	November 2011	Complete
	2010/2011 IDP Rep Forum	IDP Manager/ Public Participation /communications unit.	July 2011 October 2011 March 2012	Complete
	IDP Alignment meeting with sector departments	IDP Manager/ Public Participation /communications unit.	February 2012	Complete
	UMzimkhulu Stakeholders Forum	Public Participation/communications unit	Monthly	Ongoing
To inform Communities about Role of Local government	Public Education	Communications Unit, Public Participation Unit, Special Programmes unit,	November 2010	Complete
To build good relationship between the Municipality and the Media	Engage the media on municipality's programmes through Media Briefing Session	Communications Unit and the Municipality's Principals	Ongoing	Ongoing
Monitoring of Media	Collection of all media articles with Municipality's issues	Communications Unit	Ongoing	Ongoing
	Budget and IDP Izimbizo	Public Participation Unit, Communications Unit, Councilors, Finance Department.	April 2012	Planned
To market the Municipality and showcase its best Practices	Development of Municipality's News Letter	Communications Unit, GCIS(Sisonke District Municipality)	quarterly	Ongoing

Alignment of the IDP with Outcome 9

SECTION C: DEVELOPMENT STRATEGIES

3.1. INTRODUCTION

This section highlights on uMzikhulu Municipality's Long Term Growth and Development Goals. This section will therefore highlight on the components of the Long Term Growth and Development Goals as follows:

- ⇒ National and Provincial Policy Perspective
- ⇒ Vision, Mission and Core Values
- ⇒ UMzikhulu Municipality Strategic Issues
- ⇒ Strategic Objectives and Strategies

The Strategic Objectives and Strategies are structured in line with the Key Performance Areas (KPA's) of the Five Year Local Government Strategic Agenda as indicated below:

- ⇒ Spatial Development Framework
- ⇒ Service Delivery
- ⇒ Sustainable Economic Growth and Development and LED
- ⇒ Financial Viability
- ⇒ Institutional Arrangements
- ⇒ Performance Management System
- ⇒ Governance

3.2. NATIONAL AND PROVINCIAL POLICY PERSPECTIVE

3.2.1 National Spatial Development Perspective (NSDP)

The four principles underpinning NSDP are as follows:

- ⇒ Economic growth is a prerequisite for achievement of policy objectives;
- ⇒ Government spending should concentrate on fixed investment, focusing on localities of economic growth and/or economic potential;
- ⇒ Efforts to address the past and current inequalities should focus on people not on places; and
- ⇒ To overcome spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into nodes adjacent to the main growth centres.

In summary, the NSDP will have a role to play as an instrument that informs the respective development plans of the three spheres of government i.e. IDP, PGDS and the Medium Term strategic Framework (MTSF).

3.2.2 ASGISA

In developing responses to the binding constraints, certain measures to counter the constraints were developed.

- ⇒ *Macroeconomic issues;*
- ⇒ *Infrastructure programmes;*
- ⇒ *Sector investment strategies (or industrial strategies);*
- ⇒ *Skills and education initiatives,*
- ⇒ *Second economy interventions; and*
- ⇒ *Public administration issues.*

UMzimkhulu Municipality has prepared a Local Economic Development Strategy where the principles of ASGISA have been applied and addressed by the strategy.

3.2.3. New Growth Path

In his inaugural State of the Nation Address in June 2009, President Jacob Zuma stated:

"It is my pleasure and honor to highlight the key elements of our programme of action. The creation of decent work will be at the center of our economic policies and will influence our investment attraction and job creation initiatives. In line with our undertakings, we have to forge ahead to promote a more inclusive economy."

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labor absorption as well as the composition and rate of growth. To achieve that step change in growth and transformation of economic conditions requires hard choices and a shared determination as South Africans to see it through. The Government is committed to forging such a consensus and leading the way by

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally;
2. Developing a policy package to facilitate employment creation in these areas, above all through;
 - a) A comprehensive drive to enhance both social equity and competitiveness;
 - b) Systemic changes to mobilize domestic investment around activities that can create sustainable employment; and
 - c) Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New Growth Path must provide bold, imaginative and effective strategies to create the millions of new jobs South Africa needs. It must also lay out a dynamic vision for how we can collectively achieve a more developed, democratic, cohesive and equitable economy and society over the medium term, in the context of sustained growth.

Achieving the New Growth Path requires that we address key tradeoffs. Amongst other decisions, government must prioritize its own efforts and resources more rigorously to support employment creation and equity; business must take on the challenge of investing in new areas; and business and labor together must work with government to address inefficiencies and constraints across the economy and partner to create new decent work opportunities.

Some key tradeoffs include:

- ⇒ Between present consumption and future growth, since that requires higher investment and saving in the present;
- ⇒ Between the needs of different industries for infrastructure, skills and other interventions;
- ⇒ Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences;
- ⇒ Between a competitive currency that supports growth in production, employment and exports and a stronger rand that makes imports of capital and consumer goods cheaper; and
- ⇒ Between the present costs and future benefits of a green economy.

As a first step, we will prioritize efforts to support employment creation in the following key sectors:

- ⇒ Infrastructure;
- ⇒ The agricultural value chain;
- ⇒ The mining value chain;
- ⇒ The green economy;
- ⇒ Manufacturing sectors, which are included in IPAP2, and
- ⇒ Tourism and certain high-level services.

3.2.4 Provincial Growth and Development Strategy (PGDS)

The PGDS is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.

The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

3.2.5. Millennium Development Goals-2015

The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The Millennium Development Goals, to be achieved between 1990 and 2015, are:

- ⇒ *Halving extreme poverty and hunger;*
- ⇒ *Achieving universal primary education;*
- ⇒ *Promoting gender equality;*
- ⇒ *Reducing under-five mortality by two-thirds;*
- ⇒ *Reducing maternal mortality by three-quarters;*
- ⇒ *Reversing the spread of HIV/AIDS, malaria and TB;*
- ⇒ *Ensuring environmental sustainability;*
- ⇒ *Developing a global partnership for development, with targets for aid, trade and debt relief.*

In addressing the above the municipality has various **poverty eradication** programmes that are part of the plan for the financial year. These programmes include assisting the local community to plant vegetables for sustenance of the families. The municipality has completed a Local Economic Development Plan. This plan will assist in the identification of **economic opportunities** within UMzikhulu thereby unlocking job opportunities.

The municipality has acknowledged the need to build more **schools infrastructures** and that has been included in the plan to ensure that schools are accessible. . The municipality will partner with the Department of Education in addressing the issue.

To address the issue of **gender equality**, the municipality has started with the implementation of the equity plan internally. There are various programmes to assist with reversing the spread of **HIV/AIDS** and also support the families that are affected by the pandemic.

To ensure **environmental sustainability** the municipality working together with Sisonke District has increased the number of people who have access to safe drinking water. The district has quantified the backlogs in water provision service and will work on addressing the problem. The municipality also intends fast tracking the construction of houses. This plan is included in the planning of the municipality for the financial year.

3.3. VISION, MISSION AND CORE VALUES

UMzimkhulu Municipality Council adopted its development vision, mission and core values as follows:

3.3.1. Vision

The following vision was developed by the new council in the current period: *“To become an economically viable municipality by 2030”*

3.3.2. Mission

UMzimkhulu Municipality will develop institutional capacity by using all available resources at its disposal to deliver quality and sustainable services through public participation.

3.3.3 Core Values

The core values of the municipality are Commitment, Accountability and Professionalism (CAP).



3.4. UMZIMKHULU MUNICIPALITY STRATEGIC ISSUES

3.4.1. Highlights on the Municipality's strategic issues

- ⇒ To develop systems to facilitate co-operative governance and inter-governmental relations especially with the district, other spheres of government and service providers to maximize the development impact within UMzimkhulu municipality
- ⇒ To build capacity and skills of the community, councillors and staff of UMzimkhulu Municipality to deepen democratic participation in decision making and all development processes and to facilitate horizontal and vertical communication with all stakeholders.
- ⇒ To reduce the backlog in services such as waste removal and physical infrastructure such as roads as well as social infrastructure such as clinics, sports and recreation facilities, libraries and arts and culture

- ⇒ To manage municipal financial resources in a way that will ensure financial viability and sustainability, and the alignment of the budget with the needs and priorities of the stakeholders
- ⇒ To mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the main development agenda of the municipality and to address them holistically.
- ⇒ To develop an organisational architecture, business processes and policies, which will enable the municipality to fulfil its constitutional and legislative mandates and achieve its vision and mission.
- ⇒ To facilitate growth and development of the local economy in a way that generates opportunities for sustainable job creation, poverty reduction and improves BBBEE.
- ⇒ To address issues of youth, women, disable and vulnerable sectors of society on integrated bases
- ⇒ To ensure that the number of households eligible for free basic services is increased
- ⇒ To manage and promote informed integrated planning, development, housing and local economic development that accelerates service delivery and ensures sustainable communities.

3.4.1.1 UMzimkhulu Municipality Turn Around Strategy

UMzimkhulu Municipality has developed its Turn-Around Strategy and adopted it in April 2010. The municipality is currently implementing its Turn-Around Strategy and it has been incorporated into the IDP as part of the strategic framework. The following issues were prioritized by UMzimkhulu municipality for urgent attention:

- ⇒ Implementation of Revenue enhancement strategies
- ⇒ Implementation of the CBD Renewal plan, by-laws and policies
- ⇒ Implementation of LED Strategy
- ⇒ Access to roads
- ⇒ Access to water and sanitation
- ⇒ Public Participation/ Communication Strategy
- ⇒ Repairs and Maintenance provisions
- ⇒ Enhancing credibility and transparency of supply chain management
- ⇒ Access to electricity
- ⇒ Implementation of debtors management

3.4.2 Strategic Objectives and Strategies

The strategic and measurable objectives as well as the indicator have been included in detail in the draft operational plan/ SDBIP developed for the municipality attached as an annexure:

3.5 ALIGNING KEY PERFORMANCE AREAS TO MUNICIPAL LONG TERM GOALS

In terms of the Local Government, Municipal Planning and Performance Management Regulations (2001), Municipal KPI's were identified and aligned to the Municipal IDP goals. The table below maps the alignment:

Table 17: KPA alignment

KPA	MUNICIPAL LONG TERM GOALS
MUNICIPAL TRANSFORMATIONAL AND INSTITUTIONAL DEVELOPMENT	To build capacity and skills of the community, councilors and staff of UMzimkhulu Local Municipality to deepen democratic participation in decision making and all development processes and to facilitate horizontal and vertical communication with all stakeholders
	To develop an organizational architecture, business processes and policies, which will enable the municipality to fulfill its constitutional and legislative mandates and achieve its vision and mission
LOCAL ECONOMIC DEVELOPMENT (LED)	To facilitate growth and development of the local economy in a way that generates opportunities for sustainable job creation, poverty reduction and improves BBBEE
	To address issues of youth, women, disabled and vulnerable sectors of society on an integrated basis
	To manage and promote informed integrated planning , development, and housing and local economic development that accelerates service delivery and ensures sustainable communities
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT	To reduce the backlog in services such as waste removal and physical infrastructure such as roads as well as social infrastructure such as clinics, sports and recreation facilities, libraries and arts and culture
	To ensure that the number of households eligible for free basic services is increased
	To manage and promote informed integrated planning , development, and housing and local economic development that accelerates service delivery and ensures sustainable communities
FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT	To manage municipal financial resources in a way that will ensure financial
GOOD GOVERNANCE AND COMMUNITY PARTICIPATION	To develop systems to facilitate co-operative governance and inter-governmental relations especially with the district, other spheres of government and service providers to maximize the development impact within UMzimkhulu Local Municipality
	To mainstream and integrate issues of poverty, unemployment, environment and HIV/AIDS within the main development agenda of the municipality and to address them holistically viability and sustainability, and the alignment of the budget with the needs and priorities of the stakeholders

SECTION D: HIGH LEVEL SDF

4.1 Contextual Analysis

The municipal SDF has been approved and maps are attached in the IDP. The SDF notes that the UMzinkhulu Local Municipal Area consists of 20 Wards, with the main administrative centre located in UMzinkhulu Town (Ward 16). Apart from privately owned land in the urban centre of UMzinkhulu (Title Deeds) and the R293 Townships of Rietvlei, Ibisi and Clydesdale (Deeds of Grant), the balance of land in the UMzinkhulu Municipal area is mainly state land. Individual use right and “ownership” is held in terms of lesser forms of tenure. Most of this land is held communally and/or in trust by the Minister of Land Affairs which requires laborious procedures to unlock the potential of this land and its resources, as there is a number of overlapping rights and jurisdiction over most of the land not held in private ownership. The entire municipal area falls within the former Transkei homeland area, with a settlement pattern that reflects a predominantly rural character. The area can be described as follows:

Predominantly scattered low-density rural settlements: Settlements are loosely scattered throughout the entire municipal area and are surrounded by communal grazing and arable lands. Settlement density appears to be directly correlated to accessibility (increased accessibility – increased density). Spatially, settlement density appears to be lower, the further the location from the main road axis and its feeder roads. This is also supported by demographic information which clearly indicates that population density decline the further one moves away from the main transport routes. Levels of service are generally low, with the majority of residential structures being self-built.

Apart from a few trading stores and agricultural activities, there is generally little sign of economic activity outside of the “urbanized” areas. The rural settlements mainly serve as residential areas with a limited economic base. Inhabitants are predominantly dependent on external sources of income and social and welfare grants. The continuous low-density sprawl of these rural settlements and poor planning of the past, which results in more productive agricultural land being taken up, can be regarded as one of the main threats to the development of the agriculture sector in UMzinkhulu.

The **key issues** relating to tenure and settlement in the region are:

- ⇒ Competition for land.
- ⇒ Competing uses of land (productive agriculture vs. subsistence agriculture/residential)
- ⇒ Access to affordable infrastructure.

This emphasizes the need for appropriate land reform planning and spatial planning intervention to resolve the rural problems.

Peri-Urban and Semi-Urban Settlements of Rietvlei and Ibisi and Clydesdale: The settlements of Bisi and Rietvlei – as R293 townships of higher settlement density and being situated on the main route through the area (R56), can be classified as Semi-Urban. Clydesdale, being situated in close proximity to the urban centre of UMzinkhulu Town, can be classified as Peri-Urban.

Urban settlement within UMzimkhulu Municipality is comprised of the town of UMzimkhulu. As main administrative and business centre, it would normally be anticipated that such a centre should be centrally located within the hinterland that depends on it. Based on the existing road infrastructure and its physical locality, it is clear that UMzimkhulu Town does not conform to these criteria.

In comparison to the surrounding hinterland, towns have a higher level of social and infrastructure services, higher concentrations of administrative and business infrastructure and hence, towns normally fulfill the role of service centres to the surrounding hinterland. A large part of the Central Business District (CBD) area of the town is situated below the 728m contour line, which depicts the water level recorded during the 1987 flood. All of the larger “agricultural” erven situated along the bank of the river, to the west and south east of the CBD, are situated below the 728m contour. Erven within the town are owned by individual title, registered in the Deeds Office.

Key Spatial Issues and Related Needs

- ⇒ *Dispersed Settlement Pattern: The UMzimkhulu urban centre is situated on the eastern boundary of the Municipality. The town is surrounded to the north-west, west and south by scattered under developed rural villages.*
- ⇒ *Population density statistics suggests a direct correlation between settlement density and access. This implies increased costs in delivering basic infrastructure and services to the more remote parts of the Municipality.*
- ⇒ *Due to varying functions of settlement areas, a strategic approach needs to be formulated, which enables geographic areas to be prioritized (based on their role and function) for different levels of investment.*
- ⇒ *Need to systematically address the fragmented nature of development. Need to integrate urban and rural areas.*
- ⇒ *Need for development and implementation of a detailed spatial planning and a land use management system to control development in priority areas such as urban and peri-urban centre, and other strategic areas that are under pressure to develop. Urban Centre – when considering UMzimkhulu – and Semi-Urban Centres – when considering Bisi and Rietvlei, act as business and service centres, whilst rural settlement areas fulfill mainly a residential function with little economic activity.*
- ⇒ *Need to identify and build on the agricultural, forestry and tourism potential of the area and target investment to LED related initiatives and programmes taking place outside of the urban centres. Investment in opportunities that are sustainable and have potential for growth, so as to generate economic spin-offs benefiting the large number of rural poor.*

The Municipality has plans underway to develop a co-ordinated spatial structure of UMzimkhulu Municipality in response to the spatial analysis of the Municipal area. These plans include the following:

- ⇒ Urban Regeneration Project
- ⇒ Housing Sector Plan
- ⇒ Tourism Sector Plan

4.2 PROPOSALS FOR A SPATIAL DEVELOPMENT FRAMEWORK – INTERPRETATION OF THE STRUCTURAL ELEMENTS IN A SPATIAL CONTEXT

4.2.1. Desired Spatial Form

It is normally accepted that a service center to a geographic area (such as a municipal area) will be centrally located, either geographically or accessibility –wise in terms of movement routes. As is clear from the spatial analysis, UMzimkhulu Town is located on the western boundary of the municipal area and in terms of topographical features and road networks does not appear to be equally accessible to all parts of its service area.

Due to the nature of movement networks, topography and linkages with surrounding municipalities, it is important to consider the relationship of less accessible part of UMzimkhulu (in terms of the current main service centre being UMzimkhulu town) with other potential service centres in adjoining municipalities. Although administratively, the municipal area was until recently part of the Eastern Cape, it should be spatially and functionally integrated with the surrounding KwaZulu – Natal areas. In terms of administrative functions, it however remains important to ensure access to such functions to all parts of the municipal area of jurisdiction.

The principle of accessibility and hierarchy of settlement and service centres need to be applied to the municipal area in a manner that will ensure optimal levels of access is achieved in all parts of the municipality.

4.2.2. Settlement Nodes and Hierarchy

The criteria used by the Provincial Spatial Development Plan to define nodal points were:

Currently capacity	availability of existing infrastructure and facilities (higher order facilities such as health facilities, police station, administrative offices, sport / recreation and community facilities)
Accessibility	Access via higher order roads, positioning at intersections of National, Trunk, Main and District Road network.

Using the above criteria, the following is proposed in UMzimkhulu:

UMzimkhulu Town and adjoining Clydesdale peri – urban area is regarded as the primary node, both administrative and economic, within the municipal area.

Rietvlei, Riverside and Ibisi are regarded as secondary nodes, fulfilling the role of rural service centres.

Other settlements such as Mountain Home, Glengarry, Ntsikeni and Ncambele (Gowan Lea) can be regarded as minor service centres (being accessible in terms of transportation networks and service facilities such as police stations and clinics are situated within).

The towns of Creighton and Franklin (both situated just outside of the north western part of UMzimkhulu Municipal area) need to be considered as functioning economic service centres that are accessible to the north-western part of the municipal area. Likewise Harding needs to be considered for the same reasons, in relation to the southern part.

Other rural settlements within the study area functioning as dispersed/low density settlements depend on their immediate surrounding communal land (and social grants and income from migrant labour outside the area) for subsistence. It is proposed that these settlements be included in a phased formalisation and upgrade program. The emphasis being improvement of the rural livelihoods through the following:

- ⇒ Improved infrastructure
- ⇒ Improved access to social services
- ⇒ Improved utilisation of the natural environment for economic benefit of rural residents.

4.2.3 Urban Edge

In order to promote compact settlements and to prevent low density sprawl of settlement areas with a predominant “urban residential” function, it is proposed that an urban edge be defined / demarcated around such areas. Areas included within the urban edge are to be targeted for upgrading of levels of infrastructure. This will in turn support higher densities of residential development and in time, development of industrial and commercial areas linked to the residential function of the settlement.

Settlement areas outside the urban edge are defined as rural, which implies lower density with basic infrastructure and social facilities.

For the town of UMzimkhulu, the urban edge was traditionally seen as the commonage boundary. However the settlement area of Clydesdale to the south of the town can be regarded as functionally being part of the town. More recent residential expansion in the area has extended towards the south-western side of the town. It is therefore proposed that the urban edge be demarcated along the southern bank of the river, extending in a westerly direction up to the edge of the more recent residential extensions, and then to extent the urban edge southwards to include the peri urban settlement of Clydesdale and surrounds.

4.2.4 Corridors / Mobility Routes

High mobility in terms of road and rail infrastructure within the municipal area exists in terms of the southwest – northeast direction. These are mainly regional and sub regional linkages passing through the municipal area.

The R56 is the main transport route passing through the UMzimkhulu Municipal area linking the municipal area with KwaZulu Natal to the North and Eastern Cape Local Municipalities to the south. The district road passing through Riverside in an East West direction (in the northern extent) links the northern extent with the adjoining towns and municipalities.

As is clear from the assessment of current settlement patterns and population distribution, the high accessibility along these routes have over time, led to the routes attracting additional settlement and establishment of business uses dependent on accessibility and population concentrations.

Priorities of upgrade projects on access routes leading to areas that are regarded as having high development potential, or areas that are regarded as rural service centres, are considered more feasible for creating sustainable development. Such upgrade projects are more likely to generate spin off effects from investment. Areas with high development potential may include strategic development nodes / areas, such as high potential for forestry and agriculture are areas with tourism development potential. This principle supports the phased approach to development, targeting areas of greatest potential first.

4.2.5 Tourism Nodes and Hierarchy and Related Structural Elements

While efforts are centred on infrastructure provision and service delivery, backlogs remain vast. Agriculture, forestry and tourism have been identified as key economic growth drivers in UMzimkhulu Municipality. Projects launched within each of these sectors are at various stages of development; the transfer of UMzimkhulu to Sisonke DM has halted further investment into many of these projects pending the outcome of newly commissioned feasibility studies.

Planning processes in UMzimkhulu are being realigned to KwaZulu Natal standards. Consultants have been engaged to develop an LED strategy for the area and assist with drafting the new IDP.

There needs to be a fast track in the provision of basic needs and infrastructure and the development of a municipal capacity, especially in the areas of LED, agriculture and tourism. The municipal area needs to unlock land potential by resolving land ownership issues so that agricultural self-sustaining and commercial production can be achieved. A strong farming co-operation that includes private and communal farmers to facilitate the sourcing of inputs, improved marketing, transport services and transfer of skills would be of good advantage to the area. Development of tourism around current initiatives like birding, rail and cycle tourism should focus on the tourism offer

(accommodation, catering, and activities) at Ntsikeni Nature Reserve and maximise the planned UMzikhulu Gateway through careful planning around location and offering.

This will require involvement of key stakeholders such:

- ⇒ Local government (municipal and district)
- ⇒ Department of Local Government and Traditional Affairs, KwaZulu Natal, department of Provincial and Local Government
- ⇒ Spoornet, Eskom
- ⇒ Independent Development Trust
- ⇒ Department of Land Affairs, Department of agriculture, Department of Water Affairs and Forestry, Department of Trade and Industry, Department of Economic Affairs and Tourism, Department of Transport
- ⇒ District tourism bodies, operators, expects
- ⇒ Local business people

4.2.6 Conservation / Open Space

These are regarded as areas of specific sensitivity and include

- ⇒ Steep Areas, slopes and valleys around drainage features
- ⇒ Already degraded areas
- ⇒ Drainage features, water bodies, wetlands and rivers
- ⇒ Areas with pristine vegetation/indigenous forest
- ⇒ Conservation
- ⇒ Other areas identified as ecologically sensitive or as conservation worthy

4.2.7 Strategic Areas – Priority Basic Needs

Areas of greatest need are identified as those areas with the lowest per capita income levels and the worst off settlement areas to the poverty index. These areas require priority basic needs intervention and strategic proposals to improve the level of well-being of communities in these areas (poverty alleviation programmes and basic infrastructure investment). With the majority of the households within the municipal area being regarded as poor (approximately 77% earning below R800.00 per month) it is impossible to single out one area above the next. The main principle to be applied in targeting areas of greatest need will be to first focus on areas that are worst off in terms of access to basic infrastructure and services (access to water, sanitation, electricity, health care and education).

4.2.8 Strategic Areas – Opportunity Based

Sectors of economic opportunity evident in UMzikhulu area as follows:

- ⇒ Agriculture and rural development with areas identified as falling within land capability classes I – IV.
- ⇒ Forestry with areas identified as having moderate to high potential for commercial forestry development

⇒ Tourism or eco-tourism and cultural tourism. This refers to the historical sites, nature reserve areas with potential for tourism development and conservation.

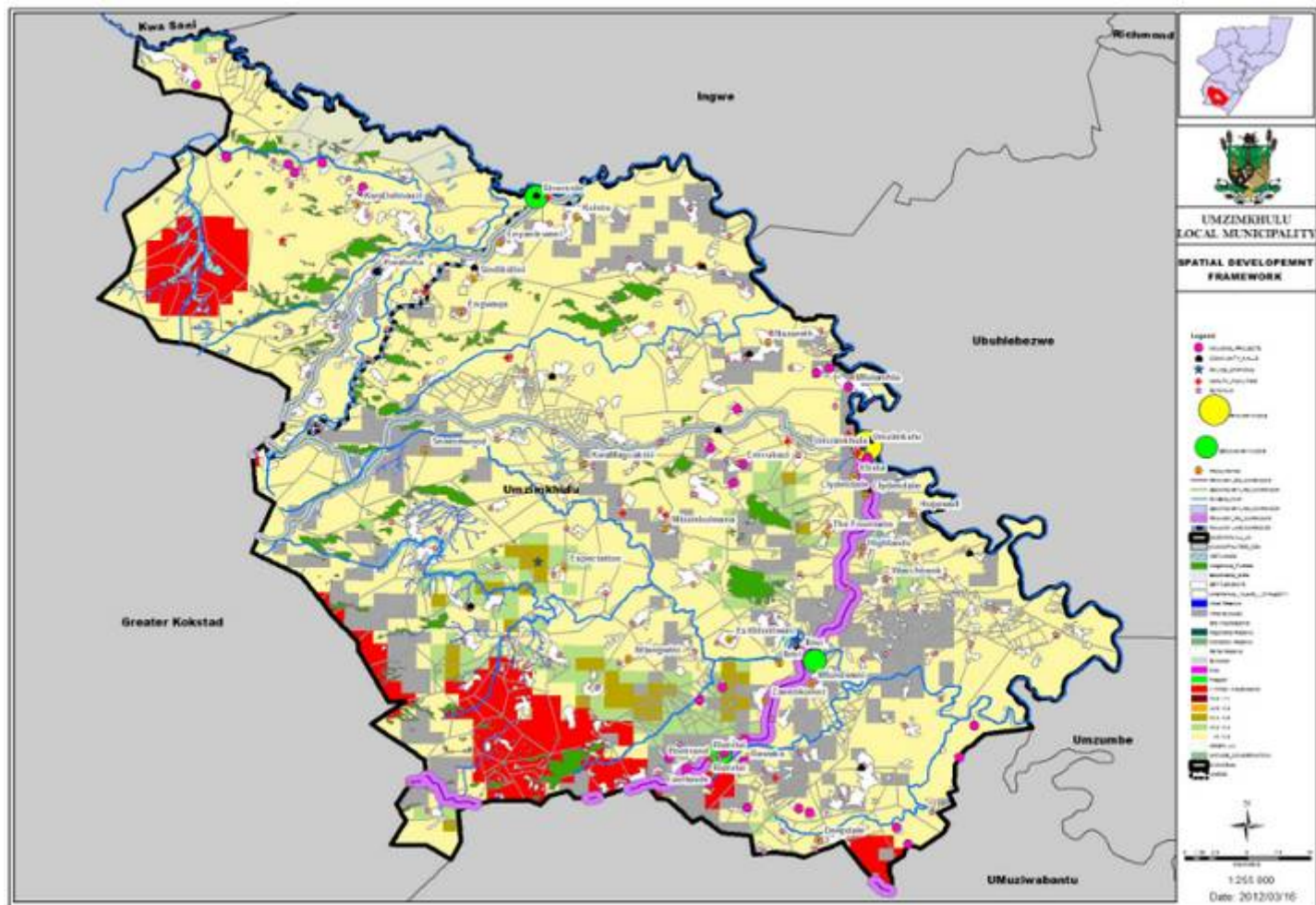
4.2.9 CBD Expansion/Regeneration

Due to the potential for flooding of the area between the CBD and the river, there lies limited potential for expansion in that direction. The CBD expansion plan has created additional business, commercial and light industrial erven on under-utilized land to the South West and West of the CBD. Future demand for expansion of the CBD should be directed to lower density residential erven in close proximity to existing and proposed movement routes, south west of the CBD. It is proposed future middle-income residential expansion to be accommodated to the west of the CBD

The objectives of the CBD expansion include the positioning of the UMzikhulu Town centre to be within the context of the sub-region. The accommodation activities within the CBD should be in a manner, which enhances its present/future use as a symbolic and functional town centre within the wider municipal setting and addressing those areas with biggest need in service delivery. The functional and spatial physical integration of the town centre into the surrounding should be addressed by promoting the clustering of facilities in a manner which ensures the efficient use of public funds and that allows for systematic private sector investment to support local economic development. The establishment of mixed and diverse land uses should include adequate consideration of existing uses as well as the broader stakeholder needs and concerns, promoting the integrated civic and development function of the town centre and enhancing place making opportunity. The CBD expansion should ensure the facilitation of local economic development through appropriate design and promoting a planning approach that is ecologically and environmentally sensitive.

The CBD expansion focuses on areas south of UMzikhulu River due to municipal boundary. The public investment focuses outside of flood area with first priority to relocate threatened infrastructure. There should be residential integration aimed at better infill planning. Focus should be paid upon accessible investment nodes and long-term removal of all infrastructures from flood line.

The following indicates the proposed Spatial Development Framework for the Municipality:



SECTION E: SECTOR INVOLVEMENT

5.1 SECTOR INVOLVEMENT

UMzimkhulu has various stakeholders (public and private). This chapter outlines the various programmes of the various entities for the next 3 to 5 years.

DEPARTMENT OF AGRICULTURE	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Technical advice for agricultural services	Mushroom programme
Technical advice on environmental management	Livestock Rehabilitation programme
Veterinary services	Corridor and massification programme
Agricultural extension services (social facilitation, project management etc)	Food security programme
	Land reform
DEPARTMENT OF HEALTH	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Chronic services and mental health	HIV/Aids
Rehabilitation service	TB Management
Environmental Health Service	Poverty alleviation
Adolescent services (youth friendly clinics)	Rehabilitation
TB control	
HIV/Aids management	
DEPARTMENT OF SOCIAL DEVELOPMENT	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Community Development	St Paul Multipurpose centre
Social Services	Sinomhawu Community Projects
	Singisi Home Based HIV/Aids programme
	Khanya Multipurpose
	Gcinisizwe Community Project
	Lungelo development centre
	Simunye Project
	Masiphakamise project
	Zenzele Project
	Ekuphileni Project
	Riverside One stop centre
	Sukuma Project
DEPARTMENT OF HOME AFFAIRS	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Issuing of Identity documents	Issuing of Identity documents
Conducting marriages	Conducting marriages
Issuing of passports	Issuing of passports
Issuing of birth and death certificates	Issuing of birth and death certificates
DEPARTMENT OF EDUCATION	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Adult basic Education and Training (ABET) support	Schools upgrade programmes

Education Management and Governance Development	Eradication of mud schools
Teaching and learning support services	
Early Childhood Development (ECD) support	
SASSA	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Registration of social grants	Registration and administration of social grants
DEPARTMENT OF TRANSPORT	
Responsibilities	PROGRAMMES EARMARKED FOR UMZIMKHULU
Safety maintenance	Safety maintenance
Routine maintenance	Routine maintenance
Regravelling	Regravelling
Upgrading of roads	Upgrading of roads
Local structures and roads	Local structures and roads
DEPARTMENT OF COOPERATIVE GOVERNMENT AND TRADITIONAL AFFAIRS	
Administration	PROGRAMMES EARMARKED FOR UMZIMKHULU
Local Governance	Administration
Development and Planning	Local Governance
Traditional Institutional Management	Development and Planning
Urban and Rural Development	Traditional Institutional Management
Systems and Institutional Developments	Urban and Rural Development
DEPARTMENT OF HUMAN SETTLEMENTS	PROGRAMMES EARMARKED FOR UMZIMKHULU
Administration	Administration
Project Management	Project Management
Housing Planning and Development	Housing Planning and Development
Property Management	Property Management
DEPARTMENT OF ECONOMIC DEVELOPMENT AND TOURISM	PROGRAMMES EARMARKED FOR UMZIMKHULU
Administration	Integrated Economic Development Services
Integrated Economic Development Services	Trade and Industry Development
Trade and Industry Development	Economic Planning
Business Regulation and Governance	
Economic Planning	
NATIONAL TREASURY	
Public finance	PROGRAMMES EARMARKED FOR UMZIMKHULU
Intergovernmental relations	Urban renewal programmes
Budgeting	
Auditing	
Special programmes	
ESKOM	
Redistribution and reticulation of electrification	PROGRAMMES EARMARKED FOR UMZIMKHULU
	electrification

Table 18: Alignment of programmes

SECTION F: IMPLEMENTATION PLAN

This chapter will specify the financial and human resources commitment for the various programmes that will be undertaken by the various entities.

6.1. COMBINED DEPARTMENTS

NAME OF PROJECT	BENEFICIARIES / WARD	SOURCE OF FUNDING	IMPLEMENTING AGENCY	BUDGET	TIMEFRAME
Community Services Programmes	All	UMZ/ES	UMzikhulu Municipality	714 000.00	2012/2013
Development of Policies	Municipal internal	UMZ/ES	UMzikhulu Municipality	430 000.00	2012/2013
Municipal Surveying	16	UMZ/ES	UMzikhulu Municipality	216 000.00	2012/2013
Development of Monitoring and Evaluation Tools/PMS	Municipal internal	UMZ/ES	UMzikhulu Municipality	400 000.00	2012/2013
GIS	Municipal internal	UMZ/ES	UMzikhulu Municipality	100 000.00	2012/2013
Sector Plan Development	All	UMZ/ES	UMzikhulu Municipality	300 000.00	2012/2013
Street naming	16	UMZ/ES	UMzikhulu Municipality	440 000.00	2012/2013
Tourism project implementation	All	UMZ/ES	UMzikhulu Municipality	300 000.00	2012/2013
Debt Management	All	UMZ/ES	UMzikhulu Municipality	1 800 000.00	2012/2013
Arts and Culture Forum	All	DACT	DACT/UMzikhulu Municipality	10 000.00	2012/2013
Moral regeneration	All	DACT	DACT/Correctional Services	120 000.00	2012/2013
Social Cohesion	All	DACT	DACT	50 000.00	2012/2013
Visual arts & craft development	All	DACT	DACT/UMzikhulu Municipality	100 000.00	2012/2013
Performing arts development	All	DACT	DACT/UMzikhulu Municipality	40 000.00	2012/2013
Visual Arts and Craft	All		DACT/UMzikhulu Municipality	170 000.00	2012/2013
Music Song & Dance	All		DACT/UMzikhulu Municipality	150 000.00	2012/2013
Film development	All		DACT/UMzikhulu Municipality	100 000.00	2012/2013
Umzali NB70 Build line to feed Nokweja	Municipal wide	Eskom	Eskom	R 0.12 m	2012/2013
Corinth SS Turn in lines	Municipal wide	Eskom	Eskom	R 0.6 m	2012/2013
Rietvlei 132/22kV 20MVA S/S	Municipal wide	Eskom	Eskom	R 9.5 m	2012/2013
Rietvlei 132kV Line	Municipal wide	Eskom	Eskom	R 18 m	2012/2013
Rietvlei Retic Turn in Lines	Municipal wide	Eskom	Eskom	R 1.5 m	2012/2013

Umzali NB70 Build line to feed Nokweja	Municipal wide	Eskom	Eskom	R 0.12 m	2012/2013
Clydesdale (900 units)	17	Dept of Housing	Dept of Housing	R 13 059 964.00	2012/2013
UMzimkhulu Villages (235 units)	UMzimkhulu Villages	Dept of Housing	Dept of Housing	R 4 795 032.00	2012/2013
Ibisi (636 units)	11	Dept of Housing	Dept of Housing	R 535 000.00	2012/2013
Riverside Phase 1 (500 units)	2	Dept of Housing	Dept of Housing	R 1 169 520.00	2012/2013
Riverside Phase 2 (500 units)	2	Dept of Housing	Dept of Housing	R 5 067 920.00	2012/2013
UMzimkhulu Ext 5 & 6 (709 units)	16	Dept of Housing	Dept of Housing	R 1 637 328.00	2012/2013
Mvubukazi Rural Housing (500 units)	9	Dept of Housing	Dept of Housing		2012/2013
Mfulamhle Rural Housing (500 units)	7	Dept of Housing	Dept of Housing		2012/2013
Mabandla Rural Housing (500 units)	1	Dept of Housing	Dept of Housing		2012/2013
Khiliva Rural Housing (500 units)	Khiliva	Dept of Housing	Dept of Housing		2012/2013
Roodevaal Rural Housing (350 units)	Roodevaal	Dept of Housing	Dept of Housing		2012/2013
Sisulu Extension 9 & 10 Slums Clearance (100 units)	16	Dept of Housing	Dept of Housing		2012/2013
Skoonplaas Slums Clearance (50 units)	16	Dept of Housing	Dept of Housing		2012/2013
Surveying of PDA Layout Plan	16	Umz-ES	COGTA	R500 000.00	2012/2013
Road 2130	16	Umz	National Treasury	R14 000 000.00	2012/2013
Recreational Park	16	Umz	National Dept. of Agriculture	R5 000 000.00	2012/2013

SECTION G: PROJECTS

7.1. PROJECT LIST

This chapter will outline a list of projects from different department, their financial and human resource commitment and implication.

Table 19: Project List

PROJECT NAME	WARD BENEFICIARY	ACTIVITY	FINANCIAL YEAR	BUDGET	STATUS	FUNDER
BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT PROJECTS						
Maintenance of Local Roads	1	10km	2008/2009		Complete	Umz-ES
Mabadla SSS.	1	Mobile library	2009/2010		Complete	Umz-ES
New village access road	1	3.5km	2009/2010	R 3 412 500.00	Complete	Umz-MIG
Khayeka Access Road	1	6.4km	2012/2013	R 9 645 000.00	Planning phase	Umz-MIG
Ndawane	1	Ndawane Phase Electrification	2010/2011	R 7 026 000.00	Construction	COGTA-Sisonke DM
Mangeni	1	Mangeni Electrification	2010/2011			Eskom
Delamzi, Khayeka, Mantshahlolo Sanitation	1	Provision of Bulk Sanitation for rural areas (167 Units)	2009/12		Complete	Sisonke DM
Indawana	1	Gabions Works	2009/10/11/12		Implementation	Dept of Transport
Indawana	1	Access Roads-Regravelling & betterment	2009/10/11/12		Implementation	Dept of Transport
Sangweni Access Road	1	Construction of Sangweni Access Road	2009/2010	R3 500 000.00	Complete	Dept of Transport

Mthintwa Access Road and Causeway	1	Construction of Mthintwa Access Road and Causeway	2009 / 2010	R 1 050 000.00	Planning phase	Dept of Transport
Maintenance of local roads	2	10km	2008/9		Complete	Umz- ES
Luphongolo access road and bridge	2	Rehabilitation of Luphongolo access road and bridge	2010/2011	R 800 000.00	Complete	Umzi-ES
Ngwaqa Community Hall	2	Construction of a public facility	2010/2011	R 2 505 900.00	Complete	
Ntokozweni access road	2	Construction of Ntokozweni access road	2012/2013	R 5 750 000.00	Planning phase	MIG/DOT
Nyanisweni Access Road	2	Maintenance of Nyanisweni Access Road	2010/2011	R 200 000.00	Complete	Umzi-ES
Roads	2	P601 upgrade from gravel to surfaced	2009/10/11/12	R 17 125 283.88	Construction	Dept of Transport
Sangweni Access Road- 1km	2	Roads Maintenance programme	2011/12		Planning phase (VNA)	Umz-ES
Edgeton Access Road	2	Roads Maintenance programme	2011/12		Planning phase (VNA)	Umz-ES
T10 to Deda Access Road	3	3.4km	2008/2009	R2 135 040.00	Complete	Umz-MIG
Mncweba Bomvini Access Road	3	4.0km	2009/2010	R 3 116 000.00	Complete	Umz-MIG
Spring Access Road	3	3.3km	2011/2012	R 3 850 000.00	Construction	Umz-MIG
Skhewini Bridge to Marhambeni access road	3	1 unit	2012/2013		Planning	DOT
Esikhewini River Crossing	3	1 unit	2007/2008	R 1 196 994.00	Complete	Umz-MIG
Gudlintaba (eNtsikeni) Access Road- 2.5km	3		2011/2012		Planning phase	Umz – ES
Dulati Access Road	4	5km	2009/2010	R 3 276 275.00	Complete	Umz-MIG
Mnkangala to Nsingisi Acc. Rd.	4	4.8km	2011/2012	R4 275 00.00	Construction	Umz-MIG

Roads	4	P750 upgrade from gravel to surface	2009/10/11/12		Construction	Dept of Transport
Maintenance of local roads	4	10km	2009/10		Complete	Umz-ES
Lukhanyeni Access Road	5	6.4km	2010/2011	R 3 360 000.00	Complete	Umz-MIG
Antioch Access Road	5	3.8km	2011/2012	R 3 850 000.00	Planning Phase	Umz-MIG
Thonjeni Access Road	5	Construction of Thonjeni Access Road	2009/2010	R 6 453 497.32	Complete	Dept of Transport
Jovinja Access Road	5	Construction of Jovinja Access Road	2010/2011	R 2 986 676.55	Complete	Dept of Transport
Maintenance of Ndabayilali Access Road	5	Roads Maintenance Programme	2011/2012		Planning phase	Umz - ES
Sibovini Access Road	6	7.9km	2009/2010	R 4 208 720.00	Complete	Umz-MIG
Laleni Access Road	6	3.4km	2011/2012	R 4 830 000.00	Construction	Umz-MIG
Magcakini access Road	6	Construction of Magcakini access road	2010/11		Tender phase	Dept of Transport
Maintenance of Diphini	6	Roads Maintenance Programme	2010/11	R 200 000 .00	Complete	Umz-ES

access road						
Maintenance of St. Paul and Ndzombane	6	Roads Maintenance Programme	2011/12		Planning	Umz-ES
Ndzombane Access Road- 3.5km	6	Roads Maintenance Programme	2011/12		Tender	Umz - ES
St. Paul Access Road- 4.5km	6	Roads Maintenance Programme	2011/12		Planning phase	Umz - ES
Maduna Access Road	7	2.6km	2010/2011	R 2 265 000.00	Complete	Umz-MIG
Gudlintaba Access Road	7	4.0km	2012 / 2013	R 4 425 000.00	Planning Phase	Umz-MIG
P601 Project	7	Upgrade from gravel to surfaced	2009/10/11/12	R17 125 283.88		Dept. Of Transport
Gudlintaba (Maphayiphini) Access Road- 3.5km	7	Roads Maintenance programme	2011/12		Planning phase	Umz - ES
Maintenance of local roads	8	10km	2008/09		Complete	Umz-ES
Ngunjini to Driefontein Acc. Road	8	8.4km	2009/2010	R 4 925 000.00	Complete	Umz- MIG
Ngunjini Community Hall	8	Construction of a public facility	2011/2012	R 2 505 900.00	Construction phase	Umz-MIG
Dressini Sportsfield	8	Construction of sports facilities	2011/2012	R5 174 460.00	Construction phase	Umz-MIG
Polanyoni Access Road	8	Construction of Access Road	2010 / 2011	R 2 986 676.55	Complete	Dept of Transport
Maintenance of Dressini	8	Maintenance programme	2010/11	R 200 000.00	Complete	Umz- MIG

and Nsingizi access road						
Memeza access road and causeway	8	Construction of access road	2012/13		Planning	DOT
Maintenance of Driefontein Access Road	8	Roads Maintenance programme	2012/13		Planning phase	Umz – ES
New Mountain Access Road	9	Construction of 3.5km gravel Access Road	2009/10	R 2 500 000.00	Complete	Umz- MIG
Emaus Access Road	9	Construction of 4.0km gravel access road	2012/13	R 4 715 000.00	Planning Phase	Umz- MIG
Chancele access road	9	Construction of access road	2008/2009	R 1 050 000.00	Planning	DOT
James to Mahawini access road	9	Construction of access road	2011/12		Complete	DOT
KwaCele/Jabula access road	9	Construction of access road	2012/13		Planning	DOT
Maintenance of Goxe Access Road	9	Roads Maintenance programme	2012/2013		Planning	Umzi – ES
Kwa Njunga Access Road	10	Construction of gravel access road – 3.5km	2009/10	R 2 285 910.00	Complete	Umz-MIG
Juta Access Road	10	Construction of gravel access road –3.8km	2009/10	R 2 850 000.00	Complete	Umz-MIG
Nkampini Access Road	10	Construction of gravel access road – 2.0km	2010/11	R 1 500 000.00	Complete	Umz-MIG
Mpola Access Road	10	Construction of gravel access road – 4.0km	2012/13	R 3 800 000.00	Planning phase	Umz-MIG
Zwelinzima Sportsfield	10	Construction of sports facilities	2011/2012	R5 174 460.00	Construction phase	Umz-MIG
Ntshongo Road	10	Road rehabilitation	2008/09		Complete	DLGTA
Rocky Mount Access Road	10	Construction of Gravel Access Road	2008/2009	R 4 050 000.00	Complete	Sisonke DM
Memeza access road and causeway	10	Construction of access road	2012/13		Planning	DOT
Maintenance of Ngqumarheni Access Road- 2.7km	10	Roads Maintenance Programme	2011/12		Tender	Umzi - ES

Slovas Access Road	11	Construction of gravel road – 3.5km	2010/11	R 2 250 000.00	Construction phase	Umz-MIG
Off Stralhoek to Mathathane Acc Rd	11	Construction of gravel road – 5.5km	2011/2012	R 4 500 000.00	Construction	Umz-MIG
Maintenance of Thembeni access road	11	Construction of access road	2011/12		Complete	Umz-ES
Masamini to Nxaphanxapheni Access road	12	Construction of gravel road – 5.5km	2011/12	R9 000 000.00	Tender phase	Umz-MIG
Rietvlei Sportsfield phase I	12	Construction of sports facilities	2010/11	R1 500 000.00	Complete	Umz-DSR
Rietvlei Sportsfield phase II	12	Construction of sports facilities	2011/12	R2 500 000.00	Design phase	Umz-MIG
Mahlomane access road	12	Construction of access road	2013/14		Planning	DOT
Maintenance of Mbuzweni Access Road	12	Roads Maintenance Programme	2011/2012		Tender	Umz - ES
Nkofeni Access Road	13	Construction of gravel road – 4.8km	2009/10	R 3 225 000.00	Complete	Umz-MG
Mfundweni Access Road	13	Construction of gravel road – 5.0km	2011/12	R 3 185 000.00	Construction	Umz -MIG
Teekloof access road	13	Construction of access road	2013/14		Planning	DOT
Mahobe (B) – Gugwini Access Road and pedestrian Bridge	13	Construction of Mahobe (B) – Gugwini Access Road and pedestrian Bridge	2008/2009		Design and Tender	Dept of Transport
Safety maintenance – Mjoli-Mjoli	13	Installation of guardrails	2009/12		Implementation	Dept of Transport
Safety maintenance – Mjoli-Mjoli	13	Blacktop patching	2009/12		Implementation	Dept of Transport
Safety maintenance – Mjoli-Mjoli	13	Signage Installation	2009/12		Implementation	Dept of Transport
Routine maintenance – Mjoli-Mjoli	13	Grass cutting	2009/12		Implementation	Dept of Transport
Hambanathi Access Road	13	Construction of Gravel Road	2011/12		Construction	SDM
Deepdale Access Road	14	Construction of Gravel Road -	2010/2011	R 4 200 000.00	Complete	Umz- MIG

		6.0km				
Siphahleni Access Road	14	Construction of Gravel Road - 4.3km	2012/2013	R5 950 000.00	Planning Phase	Umz- MIG
Routine maintenance of Roads	14	Betterment, Regravelling & Maintenance of District Roads (P417; D2418; D2419)	2009/10/11/12	R 1 359 871.43 R 1 359 871.43 R 1 359 871.43	Implementation	Dept of Transport
P417 Surfacing	14	Upgrade from gravel to surfaced	2009/10/11/12		Planning phase	Dept of Transport
Hlanzeni Access Road	14	Construction of Access Road	2010 / 211	R 4 402 657.50	Design and tender	DOT
Mahobe A+B to Gugwini access road	14	Construction of Access Road	2010/11	R 1 050 000.00	Planning	DOT
Mohebe pedestrian bridge	14	Construction of bridge	2010/11		Planning phase	DOT
Construction of Nkapha access road	14	Construction of access road	2012/13		Planning phase	DOT
Maintenance of Nolindeni Access Road	14	Roads Maintenance Programme	2011/12		Planning phase	Umzi - ES
Bombo (Sodom) to Lugawini Access Road	15	Construction of Gravel Road – 3.8km	2012/13	R 1 850 000.00	Planning Phase	Umz – MIG
Mlazi access Road	15	Construction of access road	2011/12		Design and Tender	DOT
Summerfield – phumamuncu	15	Construction of access road	2010/11	R2 986 676.55	Design and Tender	DOT
Routine maintenance of Roads	15	Betterment, Regravelling & Maintenance of District Roads (D2420)	2009/10/11/12	R820 385.70	Construction	Dept of Transport
Construction Hambanathi access road	15	Construction of access road	2011/12		Construction	SDM
Maintenance of Mvusi Access Road- 3km	15	Roads Maintenance Programme	2011/12		Planning phase	Umzi - ES
construction of road 2130 from road 2129 to R56	16	Construction of access road	2010/2011/12	R 14 070 00.00	Construction	National Treasury
Small towns Rehabilitation Programme	16	CBD face-lifting	2011/2012/13	R4 500 000.00	Construction	CoGTA

Repairs of Van/Taxi rank	16	Minor repairs to re-instate to original state	2011/12	R100 000.00	Tender	Umz – ES
Widening of Surfaced Road P416 (R56)	16	Upgrading of Surfaced Provincial Road P416 (R56) -1m each side	2008/2009/2010 /11/12/13	R35 000 000.00	Complete	Dept of Transport
P601 Surfacing	16	Upgrading from Gravel to Blacktop	2009/10/11/12		Complete	Dept of Transport
P749 Surfacing		Upgrading from gravel to Blacktop	2009/10/11/12		Complete	Dept of Transport
Routine maintenance of Roads	16	Betterment & Maintenance of Provincial & District Roads (P601; P749)	2009/10/11/12		Construction	Dept of Transport
Skoonplass access road	16	Construction of access road	2008/9	R23 000 000.00	Construction phase	COGTA/ Umz- MIG
Nhlambamasoka cluster	16	Construction of access road	2010/11	R 2 538 540.00	Complete	COGTA/ Umz- MIG
Relocation of Taxi Rank	16	Construction of taxi rank	2012/13		Planning	DOT
Storm water upgrading	16	Storm water upgrade in town	2012/13/14	R15 000 000.00	Planning	Umz to solicit funding
Gijima to Magaqa Access Road	17	Construction of gravel road – 4.3km	2012/2013	R 3 515 000.00	Planning phase	Umz- MIG
Widening of Surfaced Road P416 (R56)	17	Upgrading of Surfaced Provincial Road P416 (R56) -1m each side	2009/10/11/12/ 13		Construction	Dept of Transport
Routine maintenance of Roads	17	Betterment, Regravelling & Maintenance of Provincial & District Roads (D2421; D2422; P416)	2009/10/11/12		Construction	Dept of Transport
Road Safety / Road Blocks	17	Road Blocks to ensure community road safety	2009/2010		Implementation	Umz-ES/DOT/SAPS
Bondrand Access Road	18	Construction of gravel road – 4.0km	2008/09	R 4 107 274.00	Complete	Umz- MIG
Gcwentsa Access Road	18	Construction of gravel road – 6.8km	2009/10	R 4 420 000.00	Complete	Umz-MIG
Mpindweni to Sikhulu Access Road	18	Construction of gravel road – 8.2km	2009/10	R 3 690 000.00	Complete	Umz- MIG

Maintenance of Mvolozana access road	18	Road maintenance programme	2011/12		Tender	Umzi-ES
Zimema access road	18	Construction of access road	2010/11		Planning	DOT
Rehabilitation of Basi-Mthale access road	18	Construction of access road	2011/12		Planning	Umzi-ES
Maintenance of Marhwaqa/ sayimani Access Road	19	Road maintenance programme	2011/12		To be assessed by VNA	Umzi-ES
Maintenance of Breema Access Road	20	Road maintenance programme	2011/12		Tender phase	Umzi-ES
Madakeni Sportsfield	20	Construction of a sportsfield	2010/2011	R5 054 037.00	Construction	Umz-MIG
Mabandla	1	Rural Housing 500 units	2010/2011		Awaiting approval from MEC	DOHS
Phase-1-	2	Low Cost Housing 470-Units	2010/2011			DOHS
Rural Housing Project (Mvumbukazi)	9	Provision of Housing in rural Mvumbukazi	2010/2011		Awaiting the approval from the MEC	DOHS
Ibisi low cost housing	11	Low cost housing	2010/11		Design	DOHS
Khiliva rural housing	12	Provision of rural housing	2010/11		Planning	DOHS
Roodevaal Rural Housing	14	Provision of Rural Housing	2010/2011		Planning phase	DOHS
Ext. 5 & 6 RDP Housing	16	Provision of Low Cost Housing – 709 units	2010/2011		Planning phase	DOHS
Ext. 9 & 10 Informal Settlements	16	Housing	2010/2011		Planning phase	DOHS
Clydesdale Housing	17	Provision of Low Cost Housing	2010/2011	13 059 964.00	Planning phase	DOHS
UMzimkhulu Villages	UMzimkhulu Villages	Development of houses	2008/2010	4 795 032.00		DOHS
Ibisi Housing Bulk Sewer	11	Provision of bulk services for a housing project	2010/11	3 000 000.00		COGTA - SDM

Water Services Office Facilities	16	Construction of Local Based Water & Sanitation offices	2009/2010	3 500 000.00	Construction	Sisonke – COGTA
Umzimkhu Urban & Peri Urban Sanitation	16	Provision of Sanitation Services	2010/11/12	20 573 358.00	Construction	Sisonke DM
Delamuzi, Ndawano, Nkangala and Edgaton	1	Provision for water	2009/10	164 564.00	Completed	Sisonke – COGTA
Bloemfontain, Rasfontein and Klipspruit	1	Provision for water	2010/11	208 658.00	Construction	Sisonke – COGTA
Emaus, Mdeni, St. Paul's and Corinth		Provision for water	2009/10	239 385.00	Completed	Sisonke – COGTA
Nqumareni and Seven Forntein		Provision for water	2009/10	174 366.00	Completed	Sisonke – COGTA
Mvubukazi, Bashaweni, Nzombane Jabula		Provision for water	2009/10	86 824.00	Completed	Sisonke – COGTA
Nyanisweni Ngwaqa		Provision for water	2009/10	1 200 000.00	Construction	Sisonke – COGTA
Malenge		Provision for water	2009/10	125 411.00	Construction	Sisonke – COGTA
Anthioch		Provision for water	2009/10	118 359.00	Construction	Sisonke – COGTA
Saint Banabus & Nqokozweni		Provision for water	2009/10	1 400 000.00	Construction	Sisonke – COGTA
Nongidi		Provision for water	2009/10	102 744.00	Construction	Sisonke – COGTA
Gijima Water Scheme	17	Provision of portable water supply	2009/2010		Design & Tender	Sisonke – DLGTA
Ntsikeni		Provision for water	2009/2010	154 456.00	Completed	Sisonke – COGTA
Refurbishment of Gijima water supply		Provision for water	2009/2010	142 672.00	Construction	Sisonke – COGTA
Gudlintaba water supply		Provision for water	2011/2012	900 000.00	Tender and Design	Sisonke – COGTA
Rietvlei Phase 1 and 2	12	Provision for water	2009/2010	351 989.00	Completed	Sisonke – COGTA
Waterfall Spitskoop Nxaphanxapheni, Eastlands, Hope Valley	12	Provision for water	2009/2010	358 843.00	Construction	Sisonke – COGTA
Machunwini		Provision for water	2009/2010	443 398.00	Construction	Sisonke – COGTA
Clysdale		Provision for water	2009/2010	86 845.00	Construction	Sisonke – COGTA
Nhlambamasoka, Meadows Fountain, Sihlonhaweni		Provision for water	2009/2010	254 490.00	Construction	Sisonke – COGTA

Washbank and Highlands		Provision for water	2009/2010	437 990.00	Construction	Sisonke – COGTA
Rising main and gravity to WTW		Provision for water	2009/2010	453 044.00	Construction	Sisonke – COGTA
Santombe water scheme		Provision for water	2009-2011	5 800 000.00	Construction	Sisonke – COGTA
Rauka water scheme		Provision for water	2010/11	1 500 000.00	Tender and Design	Sisonke – COGTA
Riverside Housing phase 2	2	Water and sanitation	2010/2011	3 848 032.00	Ongoing	DHS
Magqaggeni Rain water harvesting	4	Provision of Jojo tanks for rain water harvesting	2009/2010		Implementation	Sisonke DM
Spring water protection	4	Protection of spring	2009/2010		Implementation	Sisonke DM
Refurbishment of Rocky Mount Water Supply	10	Provision of potable water	2010/11	200 000.00	Construction	DLGTA
Refurbishment of Njunga Water Supply	10	Provision of potable water	2010/11	1 500 000.00	Construction	DLGTA
Ibisi Housing Bulk Water	11	Provision of bulk services for a housing project	2009-2011	11 065 000.00	Construction	DLGTA- SDM
Vierkant Water Supply	11	Water Supply	2010/11	4 600 000.00	Planning phase	DWAF – SDM
Rawuka Water Supply	12	Provision of potable water	2010/11	1 500 000.00	Tender and design	SDM - DWAF
Mfundweni, Kokshill and Bombo Water Refurbishment	15	Refurbishment of existing water scheme	2011/10/11	254 872.00	Construction	Sisonke-DLGTA
Kroemhoek Water Scheme	15	Provision of Bulk Water Services	2008/9/10/11		Construction	Sisonke-DLGTA
Gugwini Water Scheme	14	Water bulk & reticulation Phase 1 & 2	2008/2009/2010	186 329.00	Complete	Sisonke-COGTA
UMzimkhulu Urban Water Supply	16	Routine portable Water Supply Services	2008/9/10/11	8 595 672.00	Construction	Sisonke-COGTA
Greater UMzimkhulu sanitation		Provision of sanitation	2009-2012	36 987 609.00	Construction	Sisonke-COGTA
Rural Electrification		Electrification	2011/2012	R10m	Construction	DOE

(Khiliva, Lukhetheni, Spitzkop, Mtshazo and Ndlovini)						
Electrification Phase 1 Umzimkhulu		Electrification	2010/11	R14 000 000.00	Construction phase	Sisonke-COGTA
Electrification	2	Corinth Umzali 132kV Line (Creighton)	2008/2009		Planning phase	Eskom
High mast lights at Riverside	1	Installation of street lights	2010/11	R363 660.00	Design	COGTA
Electrification	2	Corinth SS Turn in lines	2009/2010	R600 000.00	Planning Phase	Eskom
Ntsikeni	3	Ntsikeni electrification	2010/2011/13		(No Capacity)	Eskom
Bomvini	3	Bomvini electrification	2010/2011		(No Capacity)	Eskom
Electrification of St Michaels Community hall	5	Electrification		R 32 745.79	Planning Phase	COGTA
Vuka	6	Vuka electrification	2010/2011		(No Capacity)	Eskom
Ematyeni	6	Ematyeni electrification	2010/2011		(No Capacity)	Eskom
Gudlintaba	6	Gudlintaba electrification	2010/2011		(No Capacity)	Eskom
Siphangeni	6	Siphangeni electrification	2010/2011		(No Capacity)	Eskom
Dumisa	6	Dumisa electrification	2010/2011		(No Capacity)	Eskom
Mawusi	6	Mawusi electrification	2010/2011		(No Capacity)	Eskom
Lourdes community hall		Electricity				
Nombewu		Electricity		R 63 781.15	Planning Phase	COGTA
Dukuza#3	8	Dukuza#3 electrification	2010/2011		(No Capacity)	Eskom
Ncambele	8	Ncambele electrification	2010/2011		(No Capacity)	Eskom
Driefontein	8	Driefontein electrification	2010/2011		(No Capacity)	Eskom
Ndzombane	9	Ndzombane electrification	2010/2011		(No Capacity)	Eskom
Emvubukazi	9	Emvubukazi electrification	2010/2011			Eskom
Eskom project (Umzali NB72 to Umzali NB71)	9	Strengthening	2007/2008			Eskom
Eskom Project (Umzali NB70 to feed Nokweja)	9	Strengthening	2009/2010	120 000.00		Eskom
	9	Electrification	2009/2010			Eskom

Eskom Project (loop in loop out)						
Eskom Project (Umzali NB72 to NB71)	9	Strengthening	2009/2010			Eskom
Sisonke community hall	10	Electricity		R59 939.59	Planning Phase	COGTA
Gay brook	10	Gay brook electrification	2010/2011		No network planning report	Eskom
Rocky Mount	10	Rocky Mount electrification	2010/2011		No network planning report	Eskom
Electrification Phase 1	11	Electrification Phase 1	2009/10		Construction	Eskom - SDM
Sandile 01 Sp	12	Sandile 01 SP	2010/2011			Eskom
Street lighting from R56 to Rietvlei hospital	12	Electricity		R677 160.00	Design	COGTA
Rietvlei community hall	12	Electricity		R 36 526.98	Planning Phase	COGTA
Rietvlei - Electrification	12	Provision of sub-station, 132kv line & reticulation	2009/11	18 000 000.00	Construction	Eskom- SDM
Breamor	13	Breamor electrification	2010/2011			Eskom
Mpakameni	13	Mpakameni electrification	2010/2011			Eskom
Mnqumeni	13	Mnqumeni electrification	2010/2011			Eskom
Gugwini community hall	14	Electricity		R 58 478.09	Planning phase	COGTA
Fodo 01 SP	14	Fodo 01 SP electrification	2010/2011			Eskom
Ndlovini	14	Ndlovini electrification	2010/2011			Eskom
Brindale	15	Brindale electrification	2010/2011			Eskom
Kroemhook community hall	15	Electricity		R31 007.03	Planning phase	COGTA
Kromhoek	15	Kromhoek electrification	2010/2011			Eskom
Gcebeni	15	Gcebeni electrification	2010/2011			Eskom
Summerfield	15	Summerfield electrification	2010/2011			Eskom
Diepkloof Electrification – Ph. 1	15	Electricity Distributions and Connections	2009/2010		Construction	Sisonke DM- ESKOM
Rondedraai Electrification – Ph. 1	15	Electricity Distributions and Connections	2009/2010		Construction	Sisonke DM- ESKOM
Moyeni Electrification –	15	Electricity Distributions and	2010/2011		Planning	Sisonke DM- ESKOM

Ph.2		Connections				
Thornibush Electrification – Ph.2	15	Electricity Distributions and Connections	2010/2011		Planning	Sisonke DM- ESKOM
Mpakameni Electrification – Ph.2	15	Electricity Distributions and Connections	2010/2011		Planning	Sisonke DM- ESKOM
highmast lights at Sisulu, white City, Majardini & behind Van Rank	16	Electricity		R 2,8m	Complete	National Treasury
Street lights along R56 up to Steers	16	Electricity		R 1,5m	Complete	National Treasury
street lights along Skoonplaas access road	16	Electricity		R 365 541.00	Design	COGTA
Streetlights at roads 2129 and 2131	16	Electricity		R 667 286.00	Design	National Treasury
Clydesdale community hall	17	Electricity		R 9 932.25	Planning	COGTA
Electrification of Strangers Rest	17	Ph.2 - Electricity Distributions and Connections	2010/2011		Planning phase	ESKOM
Storm Drainage (Tonjeni)	5	Storm water drainage			Construction	Umz- MIG
Ndawana	1	Empowerment of the community on home care practices- Community I.M.C.I.(Traditional Health Practitioners)	2010/2011		Empowerment of the community on home care practices- Community I.M.C.I.(Traditional Health Practitioners)	Dept of Health
Mangeni JS.	1	Construction of new school	2009/2010		100% Complete IDT	Dept of Educ.
St. Patricks	1	Construction of CRMS	2009/10		Design	Dept of Educ.
Lukhasini JSS.	1	Construction of CRMS	2009/10		Tender stage	Dept of Educ.
Entsikeni	3	New school- Zikhanyile	2009/2010		Design	Dept of Educ.
Entsikeni	3	Elimination of mud schools- Entsikeni Senior Sec.	2009/2010		11% - 17%	Dept of Educ.
Entsikeni	3	Elimination of mud schools-Mt. Sheba JP.	2009/2010		18% - 64%	Dept of Educ.
Mkangala	4	1-Mobile classroom	20-09-09			Dept of Educ.

Elimination of Mud Schools (Mkhatshana)	5	Upgrading of schools from mud to brick.	2009/2010			Dept of Educ.
Ngwagwane culvert	5		2009/10/11/12			DTLGA
Library Roadshow	5	Road shows	2010/2011			Umz-ES
Mkhatshana Roadshow	5	Road shows	2008/2009			Umz-ES
Mobile Classrooms (Lourdes JSS)	6	Provision of mobile classrooms	2009/2010		Completed	Dept of Edu
Construction of CRMS Structures	7	Construction of CRMS structures	2009/2010		Design Stage (Umgeni)	
Elimination Of Mud Schools (Brandwood)	8	Upgrade of schools from mud.	2009/2010		28% - 67%	Dept of Educ
Zwelinzima Senior Secondary School	10	Elimination of mud Schools	2009/10		Construction	Dept of Education
Ntshongo Junior primary school	10	Construction of Classrooms	2009/10		Construction	Dept of Education
Tweefontein	10	Storm damaged schools			On hold	Dept of Education
Mlozana Junior Primary	11	Elimination of mud schools	2009/10		Construction	Dept of Education
Fountain Junior Primary	11	Construction of classrooms	2009/10		Design stage	Dept of Education
Msdukeni H.S.	14	Provision of one(1) Mobile Classroom	2009/2010		Implementation	Dept of Education
Ginyiqhinga School	14	Construction of Classrooms	2009/2010		Tender	Dept of Education
Gloucester J.S.	15	Construction of additional Class Room Structures	2009/2010		Design phase	Dept of Education
Zamakhuhle School	15	Fencing & provision of Toilets	2009/2010		Construction	Dept of Education
Gloucester School	15	Provision of two(2) Mobile Classrooms	2009/2010		Implementation	Dept of Education
Ntlambamasoka J.P.	16	Construction of additional Class Room Structures	2009/2010		Construction	Dept. of Education
Washbank J.S.	17	Construction of additional Class	2009/2010		Design Phase	Dept of Education

		Room Structures				
Zwelonke JS	18	Elimination of mud schools		2009/10	Construction	Dept of Education
Victory School	18	Construction of classrooms		2009/10	Construction	Dept of Education
Tex Nybert	18	Storm damage	2009/10		Tender	Dept of Education
Bombasi	18	Storm damage	2009/10		Construction	Dept of Education
Tex Nybert	18	Fencing		2009/10	Complete	Dept of Education
Tshakas School	12	Storm damage	2009/10		On hold	Dept of Education
Mangeni	1	Clinic	2012/2013		Clinic upgrading not yet commenced	Dept of Health
Mkangala	4	Clinic	2013/2014		Clinic upgrading not yet commenced	Dept of Health
Nomarhanjana (Next to Bawinile shop)	4	Clinic	2014/2015		Clinic upgrading not yet commenced	Dept of Health
Lourdes Clinic	6	Clinic	2010/2011		Clinic is about to be completed	Dept. Of Health
Nqozana Clinic	6	Clinic	2011/2012		Clinic Upgrade not yet commenced	Dept Of Health
St. Barnabas	7	Clinic Upgrade	2012/2013		Clinic Upgrade not yet begun	Dept. Of Health
Ngunjini (tigerhoek)	8	CHC	2011/2012			Dept. Of Health
Gowan Lea	10	Clinic	2010/2011		Not started	Dept of Health
Ngqumarheni	10	Clinic	2014/2015		Not started	Dept of Health
Door to door VCT – kwaJames	11	HIV/AIDS	2011/12/13		Ongoing	Dept of Health
Ibisi Clinic	11	Construction of clinic			Complete	Dept of Health

Rietvlei gateway clinic	12	Clinic	2010/2011		On hold	Dept of Health
Door to door VCT Phumamuncu	12	HIV/AIDS	2011/12/13		Ongoing	Dept of Health
Deepdale Clinic	14	Upgrading of Health Clinic	2010/2011		Planning Phase	Dept of Health
Mnqumeni Clinic	14	Upgrading of Health Clinic	2010/2011		Planning Phase	Dept of Health
Kromhoek Clinic	15	Building of new Health Clinic2011/2012	2010/2011		Planning Phase	Dept of Health
Iron Latch Clinic	15	Upgrading of Health Clinic	2013/2014		Planning Phase	Dept of Health
UMzimkhulu CHC	16	Construction of CHC Building	2010/2011		Planning	Dept. of Health
Ngwaqa Community Hall	2	1 unit	2010/2011	R 2 205 900.00	Complete	Umz-MIG
One Stop-Shop	2	Development of One-stop-shop	2009/2010		Planning phase	DSD
Ntsikeni Sports field	3	1 unit	2008/2009	R 4 043 230.00	Completed	Umz-MIG
Marhewini Sports field	4	1 unit	2008/2009	R 1 692 461.00	Completed	Umz-MIG
Ngunjini Community Hall	8	1 unit	2011/2012	R 2 205 900.00	Construction	Umz- MIG
Angus farm sport field	15	Construction Of sport field		R 6 314 548.69	Construction	MIG
Tusong Multi-Purpose Community Center	16	Construction of MPCC	2010/11		Design & Tender	Umz – DLGTA
Mzwandile Mhlawuli Hall	16	Construction of a public facility-community hall	2010/2011	R 2 205 900.00	Planning	Umz-MIG
Sisulu Community Hall	16	Construction of a public facility-community hall	2012/2013	R 2 205 900.00	Planning	Umz-MIG
Madakeni Sports Field		Construction of a public facility-sport field		5 054 037.00	Site Establishment	
Rietvlei Sport field Phase 2	12	Construction of sports complex	2011/2012	R 5 054 037.00		Umz-MIG
Sports Stadium	16	Provision of Public Sports Facilities	2009/2010		Tender phase	SAFA
Establishment of Pound	16	Development and establishment of Pound	2012/2013	R4 500 000.00	Construction	CoGTA/National Treasury

SOCIAL AND LOCAL ECONOMIC DEVELOPMENT						
Community Services Programmes	All		2011/2012	714 000.00		UMZ/ES
Library Signage	All	Developing and refurbishing signage in the libraries	2009/2010	20 000.00		UMZ/ES
Business Support		Supporting businesses	2009/2010	200 000.00	ongoing	UMZ/ES
Greening and Parks Development	16	Development of Umzimkhulu Park	2009/2010	5 000 000.00		DEARD
Street Naming	16	Naming of the streets	2011/2012	440 000.00		UMZ/ES
Moral Regeneration	All		2009/2010	120 000.00		DACT
Social Cohesion	All		2009/2010	50 000.00		DACT
Visual Arts & Crafts Development	All	Support of talents on visual arts and craft	2009/2010	100 000.00		DACT
Performing Arts Development	All		2011/12/13	40 000.00	Ongoing	DACT
Visual Arts & Culture	All		2009/2010	170 000.00		
Music Song & Dance	All		2009/2010	150 000.00	complete	DACT
Film Development	All	Developing people in filming	2009/2010	100 000.00	complete	
Establishment of Computer & Internet Public Facility at Library	All	Developing a library with internet access	2011/2012	220 000.00		
Ntsikeni Tourism Project			2011/2012	2 800 000.00		DACT/UMZ
Umzimkhulu Trading Centre & Hawker Stalls Feasibility Study		Construction of Hawker Stalls	2010/2011	R300 000	Complete	UMZ/ DEDT
Ndawana	1	Piggery Structure	2009/2010		complete	CoGTA
LED Support		Providing LED support to Local Municipalities.	2010/2011	Operational	Ongoing	
Moral Regeneration Programme	5,6,9,17,18		2011/12/13/14		Implementation	
Live to Live	6,5,9,17,18		2011/12/13/14		Implementation	
Social Cohesion		Community Service	2010/11/12/13/1	R120 000/ R125 000/	Implementation	

			4	R130 000/ R135 000		
Visual Art & Craft Development and Promotion	6 & 9		2010/11/12/13/14	R165000/ R170000/ R175000/180000	Implementation	
Film Development	UMzimkhulu 17,6/8.					
Provision of Translation, editing and interpreting services as per requests from the District Municipality and Local Municipalities			2010/11/12/13/14	R4800/ R4800/R4800	Implementation	
Literature Writing Workshop and Competition. (All Local Municipalities)			2010/11/12/13/14	R10 000/R10 00/ R10 000	Implementation	
Supporting reading and writing Clubs			2010/11/12/13/14	R10 000/ R10 000/ R10 000	Implementation	
Sisonke Provincialisation Funding subsidies towards Funding Library Staff	16	Subsidies towards Funding Library Staff	2010/11/12/13/14	R1453199/ R1534578/ R1611307/ R1699930	Implementation	SDM
Internet at your Library Project.	16	Free internet Access by the public at five libraries in Sisonke with funded trainers	2010/11/12/13/14	R111900/ R123000/ R129000/ 133000	Implementation	SDM
Mobile Library Units with funded volunteers.	6		2010/11/12/13/14	R12000/ R18000/ R189 000/ R198450	Implementation	
Ekuphileni	7	KwaMabuyana		R124 800	Implementation	
Sukume	11	Ibisi		R124 800	Implementation	
Simunye	12	Mehlomane		R114 400	Implementation	
Masiphakamise	12	Rietvlei		R124 800	Implementation	
Wash Bank	17	(Child Care and Protection)		R945 60	Implementation	
St Peters	7	Kwamabuyane (Child Care and Protection)		R898 32	Implementation	

Sinamuva	6	St Paul (Child Care and Protection)		R122 929	Implementation	
Rauka	12	Rauka (Child Care and Protection)		R59 100	Implementation	
Nomzamo	08	Ngunini (Child Care and Protection)		R70 920	Implementation	
Mount Horeb	18	Nhlangwini (Child Care and Protection)		R47280	Implementation	
Ikhwezi	08	Mthwane (Child Care and Protection)		R10 638	Implementation	
Gudlintaba	07	Gudlintaba (Child Care and Protection)		R75 646	Implementation	
Gugwini	14	Gigwini (Child Care and Protection)		R120 564	Implementation	
Cancele	09	Cancele (Child Care and Protection)		R70 920	Implementation	
Boy Gwagwa	15	Kroemhoek (Child Care and Protection)		R70 000	Implementation	
Banginyama	18	Mvolozane (Child Care and Protection)		R113 479	Implementation	
Antioch	05	Antioch (Child Care and Protection)		R82 740	Implementation	
Thandanani	18	Machunwini (Child Care and Protection)		R94 560	Implementation	
Siyathuthuka	15	Kwabambo (Child Care and Protection)		R108 744	Implementation	
Masikhule	05	Antioke (Child Care and Protection)		R54 372	Implementation	
Intyatyambo	08	Drien Fontein (Child Care and Protection)		R89 832	Implementation	
Rondedraai	15	Ngudwini (Child Care and Protection)		R94 560	Implementation	
Luncedo	16	Clysdale (Child Care and Protection)		R70 920	Implementation	
Fundulwazi	02	Donsumlenzana (Child Care and Protection)		R78 012	Implementation	
Siyaphakama	07	Nazareth (Child Care and Protection)		R70 920	Implementation	
Ethembeni	11	Ethembeni (Child Care and Protection)		R70 920	Implementation	

Manyenya	18	Bondrand (Child Care and Protection)		R26 000	Implementation	
Wexford	15	Matsela (Child Care and Protection)		R30 723	Implementation	
Thokomala	01	Creighton (Child Care and Protection)		R63 828	Implementation	
Sizakancane	10	Kwasenti (Child Care and Protection)		R122 928	Implementation	
Isibi	11	Ibisi (Child Care and Protection)		R35 460	Implementation	
Emthsibeni	02	Emthsibeni (Child Care and Protection)		R59 100	Implementation	
Bonny Ridge	15	Egcebeni (Child Care and Protection)		R16 548	Implementation	
Thembelihle	09	Mambulwini (Child Care and Protection)		R49 644	Implementation	
Fairfield	10	Kwajunga (Child Care and Protection)		R94 560	Implementation	
Lower	13	Mfundweni (Child Care and Protection)		R89 832	Implementation	
Mfundweni	03	Bomvini (Child Care and Protection)		R63 828	Implementation	
New Generations	18	Zintwala (Child Care and Protection)		R70 920	Implementation	
Gcwentsa	10	Ngunjini (Child Care and Protection)		R63 828	Implementation	
Zanokhanyo	05	Magangxesini (Child Care and Protection)		R61 464	Implementation	
Zimele	11	KwaMathathan (Child Care and Protection)		R75 648	Implementation	
Fountain	08	(Child Care and Protection)		R99 288	Implementation	
Phucukani	13	KwaSenti (Child Care and Protection)		R54 372	Implementation	
Masikhue	06	Koki (Child Care and Protection)		R70 920	Implementation	
Inkanyiso	18	Dumisa (Child Care and Protection)		R61 464	Implementation	
Gwentsa	02	Gwentsa (Child Care and		R50 000	Implementation	

		Protection)				
Zwelikhanyile	16	Riverside (Child Care and Protection)		R52 008	Implementation	
Primrose	15	Gijima (Child Care and Protection)		R75 648	Implementation	
Emagqagqeni	18	Magqagqeni (Child Care and Protection)		R70 920	Implementation	
Zanolwazi	12	Machunwini (Child Care and Protection)		R35 460	Implementation	
Sibonelo	12	Mbuzweni (Child Care and Protection)		R70 920	Implementation	
Masimini	18	Masimini (Child Care and Protection)		R33 096	Implementation	
Empindweni	05	Mthwane (Child Care and Protection)		R78 012	Implementation	
Lukhalweni	13	Thonjeni (Child Care and Protection)		R26 000	Implementation	
Mzamo	09	Korinte (Child Care and Protection)		R61 464	Implementation	
Thembaletu	06	Maouse (Child Care and Protection)		R30 732	Implementation	
Vunokuhle	03	Ludzi (Child Care and Protection)		R94 560	Implementation	
Nontsikelelo	16	Ntsikeni (Child Care and Protection)		R50 000	Implementation	
Siyakhula	03	Boarder(Child Care and Protection)		R33 960	Implementation	
Mfundweni	07	Ntsikeni (Child Care and Protection)		R85 104	Implementation	
Siphamandla	10	Maduna (Child Care and Protection)		R59 100	Implementation	
Thuthukani	09	Resdale (Child Care and Protection)		R120 564	Implementation	
Vulindlela		Moause (Child Care and Protection)				
Umzimkhulu		Foster Care Placement			Implementation	
St Paul	06	Care and Support to Families		R228 276	Implementation	
Ilungelo HB	11	HIV/AIDS Programme			Implementation	
Shabeo	07	HIV/AIDS Programme		R546 720	Implementation	
St Paul	06	HIV/AIDS Programme		R546 720	Implementation	
Sinomhawu	02	HIV/AIDS Programme		R546 20	Implementation	
Gcinisizwe	12	HIV/AIDS Programme		P546 720	Implementation	

Khanya 15	HIV/AIDS Programme		R546 720	Implementation		
Kokshill	13	Victim Empowerment Programme				
Antiok	15	Victim Empowerment Programme				
Gwensa	18	Victim Empowerment Programme				
Thambeni	11	Victim Empowerment Programme				
Iluigelo H@C	11	Support and Monitor Food Security an\$ Soup Kitchens Project		R250 000	Implementation	
Umzimkhulu		Masipatsele Youth Pi/neer				
Umzimkhulu		Computer Skills out of foster Care				
Umzimkhulu		Institutional Capacity Building				
Completion of Fencing of Arable Land (Indawana)	1		2009/2010		Complete	ULM
Piggery Structure (Ndawana)	1		2009/2010	R1,9m	Complete	ULM
Afforestation, Cultural Village, Nursery and Land care project (Mgano- Mabandla)	1		2008/2009	R7m	Complete	DEDT
			2009/2010	R1,5m		
Development of nature reserve with accommodation lodges Entsiken Eco-Tourism	1		2009/2010	R 2.4m	Complete	Sisonke DM
Fencing of Arable Land Lucingweni- Lukhasini	1		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Mangeni	1		2012/2013	TBC	Planned	ULM
Dipping Tank Live stock Ass (Ukuvuselelwa kwamadiphu)	1		2012/2013	TBC	Planned	DEARD
Poultry Project Sangweni	1		2013/2014	TBC	Planned	ULM

Fencing of Camps Mangeni	1		2013/2014	TBC	Planned	ULM
Fencing Wire Manufacturing & Training Lumphongolo	02	Acquisition of wire making machine	2012/2013	R200 000.00	Planned	ULM
Block Making Mayikule Project	02		2012/2013	TBC	Planned	ULM
Dipping Tank (Ukuvuselelwa kwamadiphu)	02	Resuscitation of dipping tanks	2012/2013	TBC	Planned	DEARD
Agric Project Vukusebenze	02		2013/2014	TBC	Planned	
Shelter for Vendas / Market Stalls Riverside	02		2013/2014	TBC	Planned	ULM
Multi-Skills project Riverside	02		2013/2014	TBC	Planned	DSD
Agric Project Enyanisweni	02		2013/2014	TBC	Planned	DEARD/ULM
Poultry Project Inkqubela	02		2013/2014	TBC	Planned	DEARD/ULM
Poultry Project Edgerton 20	02		2013/2014	TBC	Planned	DEARD/ULM
Block Making Gwebindlala	02		2013/2014	TBC	Planned	DEARD/ULM
Piggery Project Corinth Women	02		2014/2015	TBC	Planned	DEARD/ULM
Piggery Project Makeps	02		2014/2015	TBC	Planned	DEARD/ULM
Fencing of Arable Land Bomvini Mncweba	03		2012/2013	R80 0000	Planned	DEARD/ULM
Fencing of Arable Land Ntsikeni Village	03		2012/2013	R80 000	Planned	DEARD/ULM
Dipping Tank Ukuvuselelwa	03		2012/2013	TBC	Planned	DEARD

kwamadiphu)						
Fencing of Arable Land Noziyingili	03		2013/2014	R80 000	Planned	DEARD/ULM
Seeds and Fencing Siyaphambili Gardening	03		2013/2014	TBC	Planned	DEARD/ULM
Seeds and Fencing Ntsiken Dropp	03		2013/2014	TBC	Planned	DEARD/ULM
Broiler House Deda	03		2013/2014	TBC	Planned	DEARD/ULM
Massive food Production	03		2013/2014	TBC	Planned	DEARD/ULM
Nursery (Youth) Ubs	03		2013/2014	TBC	Planned	DEARD/ULM
Piggery Project Sphamandla	03		2014/2015	TBC	Planned	DEARD/ULM
HRBICITES & Tools Mabandla T/A	03		2014/2015	TBC	Planned	DAFF/ULM
SMMe's Stalls and DSD Offices	03		2014/2015	TBC	Planned	ULM
Community Centre (Light Industry) Riverside	03		2014/2015	TBC	Planned	ULM
Riverside sawmill	03		2014/2015	TBC	Planned	PPP
Fencing of Arable Land Magqagqeni	04		2012/2013	R80 000	Planned	DEARD/ULM
Fencing of Arable Land Nkukhwini	04		2012/2013	R80 000	Planned	DEARD/ULM
Fencing of Arable Land Mt. Sheba	04		2012/2013	R80 000	Planned	DEARD/ULM
Fencing of Arable Land St. Augustine	04		2013/2014	R80 000	Planned	DEARD/ULM
Fencing of Arable Land Masamini	04		2013/2014	R80 000	Planned	DEARD/ULM

Poultry Project Sakhisizwe	04		2013/2014	TBC	Planned	DEARD/ULM
Piggery Project Sinoncedo	04		2013/2014	TBC	Planned	DEARD/ULM
Vegetable Gardens Nomarhanjana	04		2013/2014	TBC	Planned	DEARD/ULM
Vegetable Gardens St. Augustine	04		2013/2014	TBC	Planned	DEARD/ULM
Live stock Ass (Ukuvuselelwa kwamadiphu)	04		2013/2014	TBC	Planned	DEARD/ULM
Fencing of Arable Land THONJENI	05		2012/2013	TBC	Planned	ULM
Amadudusi sixoshindlala (communal garden project) NDABAYILALI	05				Complete	ULM
Amadidi Bazise Poultry Project THONJENI	05				Complete	ULM
Fencing of Arable land SIDADENI	05		2012/2013	TBC	Planned	ULM
Fencing of Arable Land LUKHANYENI	05		2012/2013	TBC	Planned	ULM
Fencing of Arable Land ANTIOCH	05		2013/2014	TBC	Planned	ULM
Fencing of Arable Land MYEMBE	05		2013/2014	TBC	Planned	ULM
Fencing of Arable land NYAKA	05		2013/2014	TBC	Planned	ULM
Fencing of Arable Land GWIJENDLINI	05		2013/2014	TBC	Planned	ULM
Poultry Project NGWANGWANE	05		2013/2014	TBC	Planned	ILM
Dipping tank	05		2013/2014	TBC	Planned	DAEARD

Shearing Shed LOURDES	06		2009/2010	R865000	Complete	ULM
Fencing of arable land Dumisa	06		2009/2010	R145000	Completed	ULM
Charcoal LOURDES	06		2012/2013	TBC	Planned	DTI
Fencing Mafebela	06		2012/2013	TBC	Planned	ULM
Candle Making Project Cacadu	06		2012/2013	TBC	Planned	ULM
Tools and Inputs for vegetables Masizakhe Emagcakini	06		2012/2013	TBC	Planned	ULM
Dipping tank	06		2012/2013	TBC	Planned	DAEARD
Upholstery Project	07		2012/2013	R150 000.00	Planned	ULM
Women Agricultural Project MADUNA	07				Complete	ULM
Extension of fencing of Nazareth Arable Land MABUYANA/ NOZIBHOBO	07		2012/2013	TBC	Planned	ULM
Fencing of Arable Land MADUNA/SICELWENI/D RYHOEK	07		2012/2013	TBC	Planned	ULM
Izigi Zendoda brick making MFULAMHLE	07		2012/2013	TBC	Planned	ULM
Poultry Farming NYANISWENI/ZADUNGE NI	07		2013/2014	TBC	Stalled	ULM
Sewing Project NGQOKOZWENI/ GUDLINTABA	07		2012/2013	TBC	Planned	ULM

Crush Stone processing project ZADUNGENI	07		2014/2015	TBC	Planned	TBC
Citrus Production ZINDONGENI/ NGUSE	07		2014/2015	TBC	Planned	DAEAR/SDM
Bakery Project	07		2013/2014	R450.000	Planned	TBC
Mfulamhle Citrus: Soil Preparation/Irrigation Scheme Mfulamhle	07		2009/10	R400.000	Planned	District municipality
Dipping tank	07		2012/2013	TBC	Planned	DAEARD
Fencing NGUNJINI	08		2009/2010	R185000	Completed	ULM
Fencing POLONYONI	08		2012/2013	TBC	Planned	ULM
Fencing FOURTEEN	08		2012/2013	TBC	Planned	ULM
Fencing MSHAYEZAFE YOUTH/SINGISI VILLAGE	08		2012/2013	TBC	Planned	ULM
Fencing DRESINI	08		2012/2013	TBC	Planned	ULM
Fencing MNCEBA	08		2012/2013	TBC	Planned	ULM
Fencing SENTI GRAZING LAND	08				Implementation	Dept of Agric
Charcoal NGUNJINI	08		2012/2013	TBC	Implementation	DTI
Irrigation System & inputs (seed & fertilizer) NGUNJINI	08		2014/2015	TBC	Planned	DAEARD
Private Farmers Co-operative NGUNJINI	08		2013/2014	TBC	Planned	DAEAR

Indlu yokuthungela nocingo lokubiya nemishini yokuthunga nendwangu norhali Ncedanani	08		2013/2014	TBC	Planned	ULM
Dipping tank	08		2013/2014	TBC	Planned	DAEARD/ULM
Maize / Crop Production KWAMATHATHANI	09				Implemented	DAEAR
AGRICULTURAL' YOUTH PROJECT SIZOYINQOBA	09				Complete	DAEAR/ULM
POULTRY & FARMING ZOLANI COMMUNITY PROJECT	09				Complete	ULM
SEWING PROJECT MBUMBULWANA	09		2012/2013	TBC	Planned	ULM
FENCING MAMBULWINI FIELDS	09		2012/2013	TBC	Planned	ULM
FENCING GOXE MIELIE FIELDS	09		2012/2013	TBC	Planned	ULM
Fish Farming Project	09		2013/2014	TBC	Planned	ULM
Dipping tank	09		2012/2013	TBC	Planned	DAEARD
Fencing of Arable Land Ncambele	10		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Raloti	10		2012/2013	TBC	Planned	ULM

Fencing of Arable Land Tweefontein	10		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Readsdale	10		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Ntshongo / Nkampini	10		2012/2013	TBC	Planned	ULM
Charcoal	10		2012/2013	TBC	Implementation	DTI
Installation of Fruit & Vege (seldene Taxi Rank)	10		2013/2014	TBC	Planned	ULM
Piggery Readsdales	10		2013/2014	TBC	Planned	DAEARD
Assistance on small Farmers (input & Fencing)	10		2012/2013	R80.000	Planned	DAEARD/ULM
Assistance Animal Husbandry	10		2013/2014	TBC	Planned	ULM
Assistance Fruit & vege Cultivation	10		2013/2014	TBC	Planned	ULM
Shearing shed Ncambele	10		2013/2014	TBC	Planned	ULM
Glengarry Co-operative (Goats Projects)	10		2013/2014	TBC	Planned	DAEARD/ULM
Dipping tank	10		2013/2014	TBC	Planned	DAEARD/ULM

Maize / Crop Production KWAMATHATHANI	11				Implemented	DAEARD
Crop Production VIERKRANT/ KWA JAMES	11		2012/2013	TBC	Planned	DAEARD
Field Fencing VIERKRANT	11		2012/2013	TBC	Planned	ULM
Vegetable production SUKUME- IBISI	11		2013/2014	TBC	Planned	DAEARD/ULM
Crop Production ESHLONTLWENI	11		2013/2014	TBC	Planned	DAEARD/ULM
Fencing of Arable Land JAMES	11		2012/2013	TBC	Planned	ULM
Dipping tank	11		2013/2014	TBC	Planned	DAEARD/ULM
Community centre (Light industry) IBISI	11		2014/2015	TBC	Planned	ULM
Vegetable Production MAHLOMANE	12				Implementation	DAEARD
Vegetable Production RAUKA	12				Implementation	DAEARD
Vegetable Production RIETVLEI	12				Implementation	DAEARD
Vegetable Production MBUZWENI	12				Implementation	DAEARD
Vegetable Production MBULUMBA	12				Implementation	DAEARD
Fencing of Mielie fields and Arable land KHILIVA	12		2012/2013	TBC	Planned	DAEARD/ULM
Fencing of Mielie Fields and Arable land NXAPHANXAPHENI	12		2012/2013	TBC	Planned	DAEARD/ULM
Fencing of Mielie Fields and Arable land	12		2012/2013	TBC	Planned	DAEARD/ULM

MBULUMBA						
Crop Production MAHLOMANE	12		2012/2013	TBC	Planned	DAEARD/ULM
Crop Production MBUZWENI	12		2012/2013	TBC	Planned	DAEARD/ULM
Crop Production MBULUMBA	12		2012/2013	TBC	Planned	DAEARD/ULM
Crop Production NXAPHANXAPHENI	12		2012/2013	TBC	Planned	DAEARD/ULM
Crop Production KHILIVA	12		2012/2013	TBC	Planned	DAEARD/ULM
Senzokuhle Poultry Production MBUZWENI	12		2013/2014	TBC	Planned	DAEARD/ULM
Poultry Production RAUKA	12		2013/2014	TBC	Planned	DAEARD/ULM
Poultry Production MAHLOMANE	12		2013/2014	TBC	Planned	DAEARD/ULM
Poultry Production TSHAKA	12		2013/2014	TBC	Planned	DAEARD/ULM
Dam Refurbishment Khiliva	12		2014/2015	TBC	Planned	DAEARD/ULM
Dam Refurbishment Nxaphanxapheni	12		2014/2015	TBC	Planned	DAEARD/ULM
Dipping tank	12		2013/2014	TBC	Planned	DAEARD/ULM
Light industry Rietvlei	12		2014/2015	TBC	Planned	ULM
Dam Refurbishment KOK'HILL- Nomdaphu 1 Nomdaphu 2 Lucingweni	13		2009/2010	R500 000	Complete	ULM
Field Fencing FARM	13		2012/2013	TBC	Planned	ULM

Field Fencing MAHOBE 1	13		2012/2013	TBC	Planned	ULM
Field Fencing TEEKLOOF	13		2012/2013	TBC	Planned	ULM
Field Fencing NTLABENI	13		2012/2013	TBC	Planned	ULM
Poultry MATSHENI	13		2013/2014	TBC	Planned	DAEARD/ULM
Dam Renovation MAHOBE 2	13		2013/2014	TBC	Planned	DAEARD/ULM
Sewing Project MFUNDWENI	13		2012/2013	TBC	Planned	ULM
Dipping tank	13		2013/2014	TBC	Planned	DAEARD/ULM
Fodo Cultural Village	14		2010/11	R3.9m	Completed	SDM
Agric vegetable Production DRESINI	14				Implemented	DAEARD
Fencing of Arable Land MEMEKA	14		2012/2013	TBC	Planned	ULM
Fencing of Arable Land MNGQUMENI	14		2012/2013	TBC	Planned	ULM
Vegetable Production and Fencing MASAMINI	14		2012/2013	TBC	Planned	ULM
Fencing JEKHO	14		2012/2013	TBC	Planned	ULM
Fencing of Arable Land SIPHAKENI	14		2012/2013	TBC	Planned	ULM
Fencing of Arable Land MANTUZELENI	14		2012/2013	TBC	Planned	ULM
Agric vegetable Production DRESINI	14				Implemented	DAEARD
Fencing of Arable land KWASHALI	14		2012/2013	TBC	Planned	ULM

Fencing NDLOVINI	14		2012/2013	TBC	Planned	ULM
Fencing of Vegetable Garden HLANZENI	14		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Unit Kyk Trust (Memeka)	14		2012/2013	TBC	Planned	ULM
Masenze Co-operative Project Gugwini	14		2012/2013	TBC	Planned	ULM
Memeka co	14		2013/2014	TBC	Planned	TBC
Dipping tank	14		2013/2014	TBC	Planned	DAEARD/ULM
DSD offices	14		2012/2013	TBC	Planned	DSD
Vegetable Gardens Ngudwini (Phalikweni)	15		2013/2014	TBC	Planned	DAEARD/ULM
Vegetable Gardens Summerfield	15		2013/2014	TBC	Planned	DAEARD/ULM
Vegetable Gardens Mastela	15		2013/2014	TBC	Planned	DAEARD/ULM
Vegetable Gardens Phumamuncu	15		2013/2014	TBC	Planned	DAEARD/ULM
Vegetable Gardens Zimele Project (chamto)	15		2013/2014	TBC	Planned	DAEARD/ULM
Fencing of Arable Land Thorn bush	15		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Longkloof	15		2012/2013	TBC	Planned	ULM
Fencing of Arable Land Bombo	15		2012/2013	TBC	Planned	ULM
Poultry Project Siyathuthuka youth Project	15		2012/2013	TBC	Planned	ULM

Poultry Project Summerfield	15		2013/2014	TBC	Planned	DAEARD/ULM
Charcoal Project Summerfield	15		2014/2015	TBC	Planned	ULM
Dipping tank	15		2013/2014	TBC	Planned	DAEARD/ULM
Skills Development centre CBD	16			TBC	Complete Phase 1	ULM/DEDT
DFA: Township Establishment CBD	16		2009/2010	R1m	Implementation	ULM
Thusong Centre: Government Complex CBD	16		2011/12	TBC	Design Stage	PPP
Extension of Municipal Offices CBD	16		2012/13	TBC	Planned	ULM/COGTA
Recreational centre and Parks Development CBD	16		2012/2013	TBC	Planned	ULM/DAEARD
Urban Greening CBD	16		2012/2013	TBC	Planned	ULM/DAEARD
SMME and Informal Trading Centre CBD	16		2012/2013/14/15	TBC/DEDT	Planned	ULM/DEDT
Fresh Produce Market. CBD	16		2013/2014	TBC	Planned	ULM/DEDT
Market Stalls CBD	16		2012/2013/14/15	TBC	Planned	ULM
Tourism (Feasibility Study & B/P) CBD	16		2012/2013	TBC	Planned	ULM/DEDT
Light Industrial Park CBD	16		2012/2013/14/15	TBC	Planned	ULM/DEDT
SMME's DSD offices CBD	16		2012/2013	TBC	Planned	ULM/DEDT

Dipping tank	16		2013/2014	TBC	Planned	DAEARD/ULM
POUND CBD	16		2011/2012	R1m	Planned	COGTA
Rehabilitation of memorial Hall and establishing of museum CBD	16		2012/2013	TBC	Planned	SDM/ULM/DEDT
Middle income Residential Development CBD	16		2011/12/13/14/15	TBC	Planned	ULM / DHS
Fencing of arable land HOPEWELL	17		2009/2010	R185000	Completed	ULM
Fencing STRANGER REST	17		2012/2013	TBC	Planned	DAEARD/ULM
Ploughing Maize HOPEWELL	17		2012/12/13	TBC	Planned	DAEARD/ULM
Veld Fencing CLYDESDALE	17		2012/2013	TBC	Planned	DAEARD/ULM
Mielie Plant (extension & Refurbishment) HIGHLANDS	17		2012/2013	R8.5m	Planned	DAEARD/ SDM/DEDT
Dipping tank	17		2013/2014	TBC	Planned	DAEARD/ULM
Malowe Holiday resort	17		2012/2013	TBC	Planned	DTI(NEF)
Umzimkhulu maize mill	17		2012/2013	R8.5m	Planned	DAEARD/ SDM/DEDT
Nursery	17		2012/2013	TBC	Planned	DAERD/ULM
Fencing MVOLOZANA	18				Complete	ULM
Sihleza forest development project	18		2011/2012	R1.1m	Implementation	IDC/DEDT
Fencing BONTRAND	18		2012/2013	TBC	Planned	ULM

Fencing of Arable Land MTHALENI	18		2012/2013	TBC	Planned	ULM
Fencing & Block Project ZINTWALA	18		2012/2013	TBC	Planned	ULM
Fencing NTLANGWINI	18		2012/2013	TBC	Planned	ULM
Fencing GCWENTSA	18		2012/2013	TBC	Planned	ULM
Broiler House SKHULU	18				Planned	
Fencing MACHUNWINI	18		2012/2013	TBC	Planned	ULM
Dipping tank	18		2013/2014	TBC	Planned	DAEARD/ULM
Fencing Arable Land SAYIMANE	19		2012/2013	TBC	Planned	ULM
Fencing of Arable Land St BARNABAS	19		2012/2013	TBC	Planned	ULM
FENCING KWA-BHALA MIELIE FIELD	19		2012/2013	TBC	Planned	ULM
Fencing of arable land	19		2012/2013	TBC	Planned	ULM
Fencing of arable land (Ntlambamasoka)	19		2012/2013	TBC	Planned	ULM
Dipping tank	19		2012/2013	TBC	Planned	DEARD
Fencing of arable land ETHEMBENI	20		2012/2013	TBC	Planned	ULM
Vegetable Gardens MOYENI	20		2013/1214	TBC	Planned	DAEARD/ ULM
Mielie Plant (Extension & Refurbishment HIGHLANDS	20		2012/2013	R8.5m	Planned	DAEARD/ SDM/DEDT
Dipping tank	20		2013/2014	TBC	Planned	DAEARD/ULM

Cebe		Maize seed, fertilizer & chemicals	2012/2013	R95 400	Planned	DAEARD/ULM
Emaus trust		Maize seed and chemicals	2012/2013	R75 300	Planned	DAEARD/ULM
Eastlands		Maize seed and chemicals	2012/2013	R75 300	Planned	DAEARD/ULM
Gugwini		Maize seed and chemicals	2012/2013	R150 600	Planned	DAEARD/ULM
Hignlands		Maize seed and chemicals	2012/2013	R251 000	Planned	DAEARD/ULM
Longkloof		Maize seed and chemicals	2012/2013	R150 600	Planned	DAEARD/ULM
Malenge		Maize seed and chemicals	2012/2013	R116 000	Planned	DAEARD/ULM
Marhambeni		Maize seed and chemicals	2012/2013	R100 400	Planned	DAEARD/ULM
Marhwaqa		Maize seed and chemicals	2012/2013	R75 300	Planned	DAEARD/ULM
Ndawana		Maize seed and chemicals	2012/2013	R13 200	Planned	DAEARD/ULM
Ngqokozweni		Maize seed and chemicals	2012/2013	R23 600	Planned	DAEARD/ULM
Riedsdale		Maize seed and chemicals	2012/2013	R75 300	Planned	DAEARD/ULM
Bambisanani		Potato and chemical	2012/2013	R20 800	Planned	DAEARD/ULM
Cholwane		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Deepdale		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Dmt		Potato and chemical	2012/2013	R19 600	Planned	DAEARD/ULM
Dulini		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM

Ebutha		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Gebashe		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Mabisana		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Maduna trd.		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Malenge		Potato and chemical	2012/2013	R80 874	Planned	DAEARD/ULM
Masakhane		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Masengwa co op		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Ngunjini		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Nongidi		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Rombankomo		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Simunye		Potato and chemical	2012/2013	R18 800	Planned	DAEARD/ULM
Zamimpilo		Potato and chemical	2012/2013	R23 600	Planned	DAEARD/ULM
Thobelani		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM
Youth Upraising		Poultry(Broilers)	2012/2013	R200 000	Planned	DAEARD/ULM
Zamukuphila		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM
Siwa development		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM
Silahla co.op		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM

Uphiko Agric Co.op		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM
Chiya		Poultry	2012/2013	R200 000	Planned	DAEARD/ULM
Ayanda piggery		Piggery	2012/2013	R200 000	Planned	DAEARD/ULM
Thobela		Piggery	2012/2013	R200 000	Planned	DAEARD/ULM
Malenge		Irrigation scheme (rehabilitation of dams)	2012/2013	R1,5m	Planned	DAEARD/ULM
Glengarry shearing shed		Sheep & wool	2012/2013	R840 000	Planned	DAEARD/ULM
Mfulamhle shearing shed		Sheep & wool	2012/2013	R840 000	Planned	DAEARD/ULM
Ntukwana		Poultry	2012/2013	R1,2m	Planned	DAEARD/ULM
Bondrand		Piggery	2012/2013	R1,5m	Planned	DAEARD/ULM

7.1.1 Spatial Development Framework

NAME OF PROJECT	BENEFICIARIES / WARD	SOURCE OF FUNDING	IMPLEMENTING AGENCY	BUDGET	TIMEFRAME	STATUS
GIS	Municipal Internal	UMZ/ES	UMzikhulu Municipality	100 000.00	2011/2012	Planning
Sector Plan Development	Municipal Internal	UMZ/ES	UMzikhulu Municipality	300 000.00	2011/2012	Planning
Development Planning Filling System	Municipal Internal	UMZ/ES	UMzikhulu Municipality	150 000.00	2011/2012	Planning
Street naming	16	UMZ/ES	UMzikhulu Municipality	440 000.00	2011/2012	Planning
Development of Environmental Management Plan	Municipal Internal		UMzikhulu Municipality	300 000.00	2011/2012	Planning
Development of LUMS in terms of PDA	Municipal Internal		UMzikhulu Municipality	400 000.00	2011/2012	Planning

Good Governance and Community Participation Projects for Wards

PROJECT NAME		ACTIVITY	FINANCIAL YEAR	STATUS	FUNDER
Rehabilitation of Delamzi Community Hall	1	1 unit	2008/2009	100% Complete	Umz-ES
Maintenance of Local Roads	1	10km	2008/2009/10/11	Ongoing	Umz-ES
Christmas Party	1	Providing packs for Christmas party	2009/2010	Implementation	Umz-ES
Mabadla SSS.	1	Mobile library	2009/2010		Umz-ES
Mangeni	1	Clinic	2012/2013	Clinic upgrading not yet commenced	Dept of Health
Ndawana	1	Empowerment of the community on home care practices- Community I.M.C.I.(Traditional Health Practitioners)	2010/2011	Empowerment of the community on home care practices- Community I.M.C.I.(Traditional Health Practitioners)	Dept of Health
Christmas Party	2	Providing packs for Christmas party	2009/2010	Implementation	Umz-ES
Edgeton JSS.	2	Road show	2008/2009	Implemented	Umz-ES
Ntsikeni SSS	2	Mobile library	2009/2010	Ongoing	Umz-ES
Library	2	Library Road shows	2010/2011	Ongoing	Umz-ES
Support to Orphanage	3	Providing financial support to orphanage	2009/2010	Implementation	Umz-ES
Christmas Party	3	Providing packs for Christmas party	2009/2010	Implementation	Umz-ES
Christmas Party	4	Providing packs for Christmas party	2009/2010	Implementation	Umz-ES
Mkangala	4	1-Mobile classroom	20-09-09		Dept of Educ.
HIV/AIDS Awareness Campaigns	5	Awareness campaigns	2009/2010		ULM
Public Education Campaigns	5	Campaigns	2009/2010		ULM
Library Road show	5	Road shows	2010/2011		Umz-ES
HIV/AIDS Awareness campaigners	6	Awareness Campaigners	2009/2010		ULM
Public Education Campaign	6	Educational Champagnes	2009/2010		ULM
HIV/AIDS Awareness campaigners	7	Awareness Campaigners	2009/2010		ULM
Public Education Campaign	7	Educational Champagnes	2009/2010		ULM
HIV/AIDS Awareness campaigners	8	Awareness campaigners	2009/2010		ULM

Public Education Campaigns	8	Educational champagnes	2009/2010		ULM
HIV/AIDS Awareness campaigners	9	Awareness campaigners	2009/2010		ULM
Public Education Campaigns	9	Educational campaigners	2009/2010		ULM
Prayer Day and Social Cohesion Programmes	9	Social services	2009/2010		ULM
Road Safety Awareness Campaigns	10	Community Services	2009/10	Ongoing	Umz-ES
Support Community Based Care	10	Community Services	2009/10	Ongoing	Umz-ES
Arts and culture	10	Community Services	2009/10	Ongoing	Umz-ES
HIV/AIDS Awareness campaigns	10	Community Services	2009/10	Ongoing	Umz-ES
Public Education campaigns	10	Community services	2009/10	Ongoing	Umz-ES
Ward 10 Road Shows	10	Community services	2009/10	Ongoing	Umz-ES
Door to door VCT - kwaJames	11	HIV/AIDS	2009/11	Ongoing	Dept of Health
Road Safety Awareness Campaigns	11	Community Services	2009/10	Ongoing	Umz-ES
Support Community Based Care	11	Community Services	2009/10	Ongoing	Umz-ES
Arts and culture	11	Community Services	2009/10	Ongoing	Umz-ES
HIV/AIDS Awareness campaigns	11	Community Services	2009/10	Ongoing	Umz-ES
Public Education campaigns	11	Community services	2009/10	Ongoing	Umz-ES
Door to door VCT Phumamuncu	12	HIV/AIDS	2009/11	Ongoing	Dept of Health
Road Safety Awareness Campaigns	12	Community Services	2009/10	Ongoing	Umz-ES
Support Community Based Care	12	Community Services	2009/10	Ongoing	Umz-ES
Arts and culture	12	Community Services	2009/10	Ongoing	Umz-ES
HIV/AIDS Awareness campaigns	12	Community Services	2009/10	Ongoing	Umz-ES
Public Education campaigns	12	Community services	2009/10	Ongoing	Umz-ES
Rietvlei Zone Dev. Of Business Plan for Satelite Libraries	12	Community services	2009/10/11	Implementation	Umz-ES
Assessment of Identified Venue	12	Community services	2010/11	Planning phase	Umz-ES
Road Safety Awareness Campaigns	13	Community Services	2009/10	Ongoing	Umz-ES
Support Community Based Care	13	Community Services	2009/10	Ongoing	Umz-ES
Arts and culture	13	Community Services	2009/10	Ongoing	Umz-ES
HIV/AIDS Awareness campaigns	13	Community Services	2009/10	Ongoing	Umz-ES

Public Education campaigns	13	Community services	2009/10	Ongoing	Umz-ES
Road Safety Awareness Campaigns	13	Community Services	2009/10	Ongoing	Umz-ES
Support Community Based Care	13	Community Services	2009/10	Ongoing	Umz-ES
Arts and culture	13	Community Services	2009/10	Ongoing	Umz-ES
HIV/AIDS Awareness campaigns	13	Community Services	2009/10	Ongoing	Umz-ES
Public Education campaigns	13	Community services	2009/10	Ongoing	Umz-ES
Mantuzeleni Door to Door VCT	14	Promoting Voluntary Counseling & Testing	2009/2010	Implementation	Dept of Health
Door to Door VCT—entire ward 14	14	Promoting Voluntary Counseling & Testing	2009/10/11	Planning Phase	Dept of Health
Mantuzeleni Door to Door VCT	14	Promoting Voluntary Counseling & Testing	2009/2010	Implementation	Dept of Health
Door to Door VCT—entire ward 14	14	Promoting Voluntary Counseling & Testing	2009/10/11	Planning Phase	Dept of Health
HIV/AIDS Awareness Campaigns	15	Social Services	2009/2010	Implementation	Umz-ES
Public Education Campaigns	15	Social Services	2009/2010	Implementation	Umz-ES
HIV/AIDS Awareness Campaigns	16	Community / Social Services	2009/2010	Implementation	Umz-ES
Public Education Campaigns	16	Community / Social Services	2009/2010	Implementation	Umz-ES
Upgrading & Renovation of Library	16	Community / Social Services	2008/09/10	Implementation	Umz-ES
Library Book Exchange Services	16	Community / Social Services	2008/9/10/11	Routine	Umz-ES
Book Circulation Services	16	Community / Social Services	2008/9/10/11	Routine	Umz-ES
Membership Stats Services	16	Community / Social Services	2008/9/10/11	Routine	Umz-ES
Installation of Internet	16	Community / Social Services	2008/2009	Complete	Umz-ES
Library Open day	16	Community / Social Services	2009/2010	Complete	Umz-ES
Develop Library Policy	16	Community / Social Services	2009/2010	Complete	Umz-ES
HIV/AIDS Awareness Campaigns	17	Social Services	2009/2010	Implementation	Umz-ES
Road Safety Awareness campaigns	17	Social Services	2009/2010	Implementation	Umz-ES
Public Education Campaigns	17	Social Services	2009/2010	Implementation	Umz-ES
Road Safety Awareness Campaigns	18	Community Services	2009/10	Ongoing	Umz-ES

HIV/AIDS Awareness campaigns	18	Community Services	2009/10	Ongoing	Umz-ES
Public Education campaigns	18	Community services	2009/10	Ongoing	Umz-ES

SECTION H: FINANCIAL PLAN AND SDBIP

8.1 Overview of financial plan – 2011/2012 to 2015/2016

8.1.1 Introduction

The purpose of the financial plan is to provide the UMzikhulu Municipality with an overview of the financial implications, over the medium term, of the priorities contained within the municipality's IDP. The UMzikhulu Municipality has taken into cognisance the need to align the municipality's IDP to a robust but flexible financial plan for purposes of ensuring that the priorities provided for in the IDP have been adequately planned and budgeted for in relation to the municipality's available financial resources over the medium term. Also in terms of the Municipal Finance Management Act No. 56 of 2003 (MFMA) there is a need to take into account the IDP priorities in preparing the municipality's budget, thus ensuring that both the budget and the IDP are consistently aligned. Further to this, the MFMA also requires that the municipality takes all reasonable steps to ensure that the municipality revises the IDP in terms of section 34 of the Municipal Systems Act No. 32 of 2000, taking into account realistic revenue and expenditure projections for future years.

The principles contained within this financial plan section of the IDP are to be incorporated into the municipality's medium to long-term financial plan covering a period of five years. Through this medium to long-term financial planning exercise the municipality intends to develop a comprehensive strategic and long-term financial planning and forecasting model, of which the ultimate objective is to develop a tool that the municipality can utilize to ascertain the effects on its financial viability and sustainability of short, medium and long-term financial commitments and decisions. The municipality also intends that such a tool should be utilized to guide its forecasting and management of its financial resources, including cash and investments, to enable it to realize satisfactory returns on such investments. This financial plan section is set out below according to these components:

- overview of the financial plan – 2011/2012 to 2015/2016;
- financial viability and sustainability issues; and
- detailed five year financial plan.

Thus taking the above discourse into account, the UMzikhulu Municipality has embarked on this financial planning exercise as part of its endeavor to achieve specific goals and objectives in relation to its mandate which includes service delivery, infrastructure development and local economic development. In performing this exercise the municipality recognizes that its role and mandate, guided by the key National Key Performance Areas (KPA's), is broad encompassing not only service delivery and infrastructure development but also governance, socio-economic development and capacity building. Having mentioned this, the municipality also recognizes that the primary objective of this financial planning exercise is to focus on those matters that will ultimately bring financial viability and sustainability, which in the long run will then allow the municipality to gradually expand the scope and quality of its service offering to the community of UMzikhulu, as this will be underpinned by the municipality's long-term financial sustainability.

8.1.2 Financial planning

The uMzimkhulu Municipality through its long-term investment and financial planning process intends to improve its annual budgeting process by integrating national fiscal policies and guidelines (including the annual Division of Revenue Act), financial planning strategies and action plans and forecasting data and information into a comprehensive strategic and long-term financial planning and forecasting model. The municipality intends to make such long-term financial planning and forecasting model, along with the municipality's financial policies available for purposes of engaging stakeholders during processes of IDP review and project prioritization and also during the budget preparation and consultation processes such that the uMzimkhulu Municipality's financial situation and the municipality's plans for achieving financial viability and sustainability are widely consulted and understood by all relevant stakeholders, so as to facilitate meaningful participation in decision making by all relevant stakeholders. The municipality intends to workshop such comprehensive strategic and long-term financial planning and forecasting model to the municipality's councilors', managers and officials so as to further enhance understanding of the municipality's plans to achieve financial viability and sustainability over the medium to long-term.

The budget preparation process of the uMzimkhulu Municipality has gradually moved away from the previous year-on-year incremental and one dimensional methodology and now incorporates some principles of zero-based budgeting. The municipality expects that this long term financial planning and forecasting approach would go some way towards reducing the pain and stress of the budget preparation process and the need for undue competition and adversity amongst the municipality's departments. It is also intended to negate the view that budget preparation is entirely a budget and treasury office/finance department function rather than a joint effort by all departments. Also by viewing budget preparation as a multi-year planning process, the need for the budget and treasury office to have to find means to allocate resources to past commitments to multiyear projects for which no ongoing funding had been allocated will fall away.

Over the next three years – 2012/2013 to 2014/2015, the uMzimkhulu Municipality intends to improve and enhance its budget preparation process, aiming particularly towards achieving better budget management, including budget variance analysis and performance measurement, financial modeling and forecasting and maximization of available financial resources. This ultimately should lead to the municipality's councilors and officials and other stakeholders viewing the entire budgeting and financial planning process as a strategic and operational function that is an integral part of their respective duties and responsibilities as municipal councilors, officials and stakeholders.

8.1.3 Financial resources

For purposes of the financial plan, the municipality has considered financial resources in relation to operational and capital expenditure. The various financial resources available to the municipality are summarized below:

Capital expenditure:

- grant funding from the national and provincial government departments;

- external borrowings and other forms of funding (e.g. donor funding);
- capital receipts from the disposal of impaired and/or obsolete assets

Operational expenditure:

- municipal own revenue – including rates, refuse removal, traffic fines, etc.;
- grant funding – equitable share;
- investment income;
- interest income

8.2 Financial plan assumption

A year-on-year increase of more or less 6% was utilized for purposes of projecting revenue and expenditure going forward – this is in line with the current downward trend of inflation figures in the current economic environment. In terms of a National Treasury directive farmers are to retained at the 75% rebate level for an additional financial year (2010/2011), but the effects of this was regarded as relatively minor and thus was not shown separately. The equitable share is shown in accordance with DoRA and the neighborhood grant is shown separately. The financial plan assumptions are built into sensitivity switches to allow for the variation of the various assumptions to demonstrate the effect of different scenarios on the municipality's financial position and results.

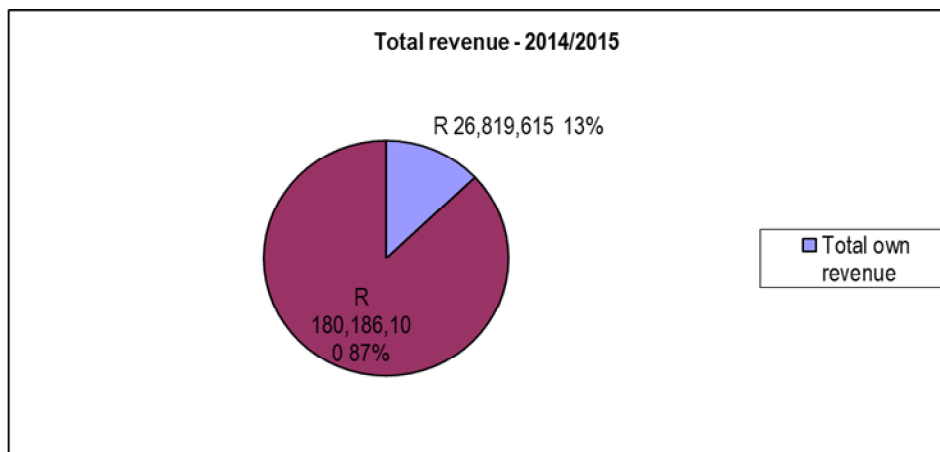
8.2.1 Financial plan results

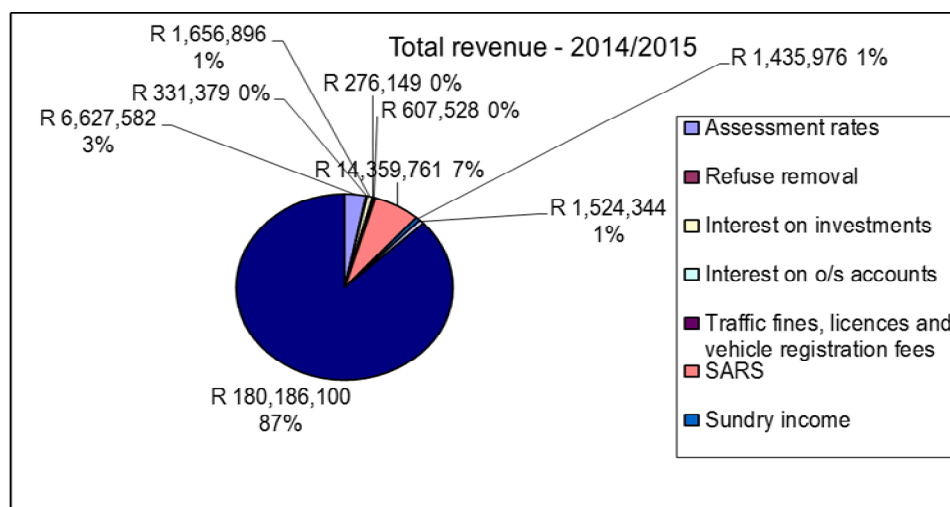
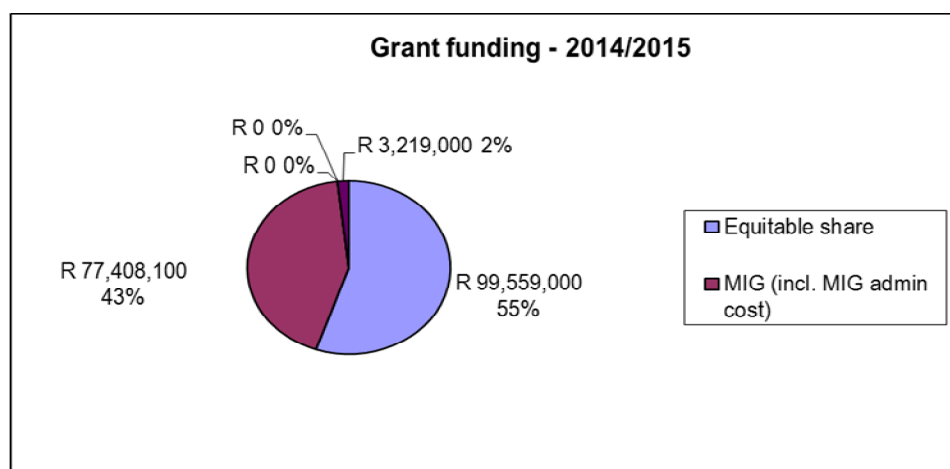
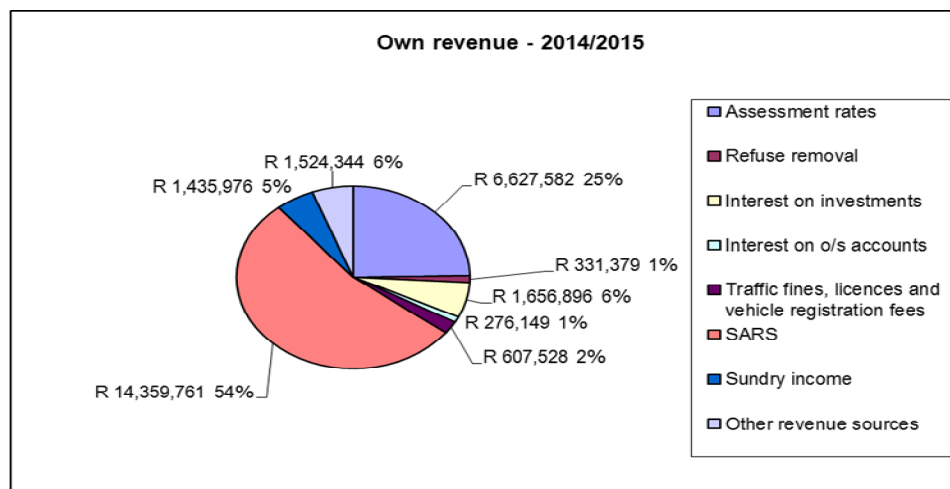
An overview of the financial plan clearly demonstrates that the uMzimkhulu Municipality is still largely a grant funded municipality with grant funding expected to make up 87% of total municipal revenues during the 2014/2015 financial year. Thus, taking into account this current dependency on grants, the municipality has to focus on developmental priorities that improve the infrastructure base of the municipality as a means of enhancing economic activity and also in growing its revenue base – including the probable ring-fencing of revenue generating functions such as refuse removal so as to be able to harness cash-flows from such activity to enable the municipality to access funding to improve and expand the service – the raising of funding against rates revenue to accelerate infrastructure development. Greater emphasis on revenue generation should be placed including implementation of debt collection and credit control measures, customer care and revenue enhancement projects. Even with an assumption of a material increase in rates income due to the implementation of the Municipal Property Rates Act (MPRA), the contribution to total revenue of rates will remain minimal at 3% - 2014/2015.

Revenue – 2011/2012 to 2015/2016

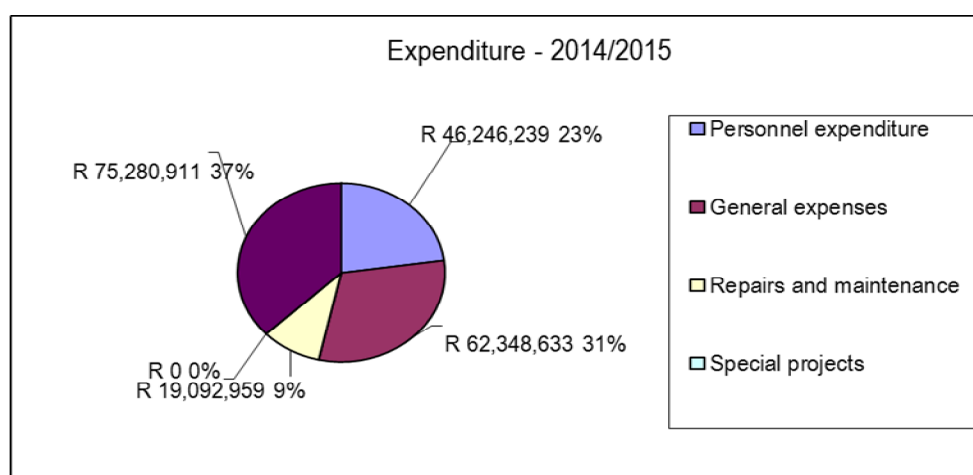
Revenue - 2010/2011 to 2014/2015

Own revenue	2011/2012	2012/2013	2013/2014	2014/2015
Assessment rates	5 693 791	6 000 000	6 318 000	6 627 582
Refuse removal	600 000	300 000	315 900	331 379
Interest on investments	2 200 000	1 500 000	1 579 500	1 656 896
Interest on o/s accounts	300 000	250 000	263 250	276 149
Traffic fines, licences and vehicle registration fees	400 000	550 000	579 150	607 528
SARS	11 000 000	13 000 000	13 689 000	14 359 761
Sundry income	1 320 000	1 300 000	1 368 900	1 435 976
Other revenue sources	575 000	1 380 000	1 453 140	1 524 344
Total own revenue	22 088 791	24 280 000	25 566 840	26 819 615
Grant funding				
Equitable share	75 002 998	85 298 997	91 643 000	99 559 000
MIG	54 688 000	58 144 000	73 325 300	77 408 100
Neighbourhood grant	-	-	-	-
Electricity grant	-	-	-	-
Other grants	2 240 000	4 092 000	3 141 000	3 219 000
Total grants	131 930 998	147 534 997	168 109 300	180 186 100
Total revenue	154 019 789	171 814 997	193 676 140	207 005 715

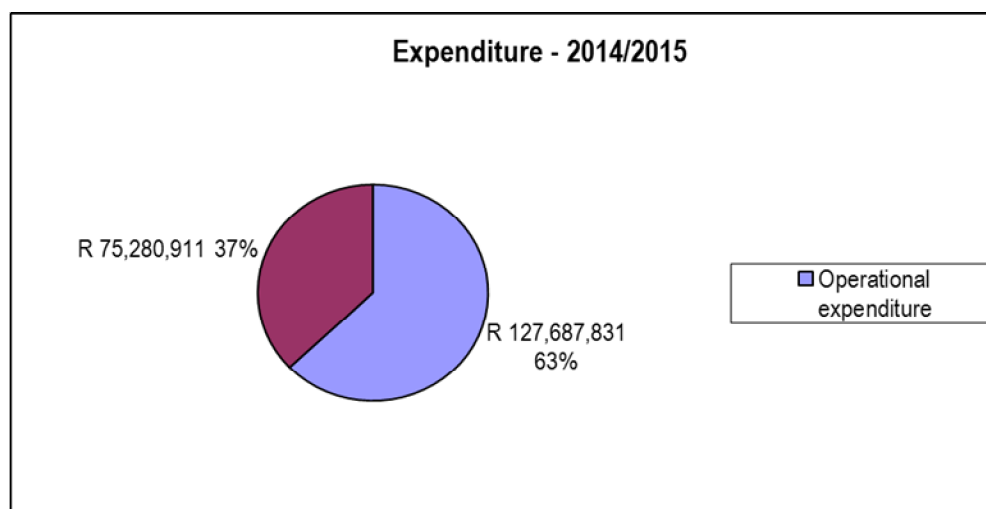


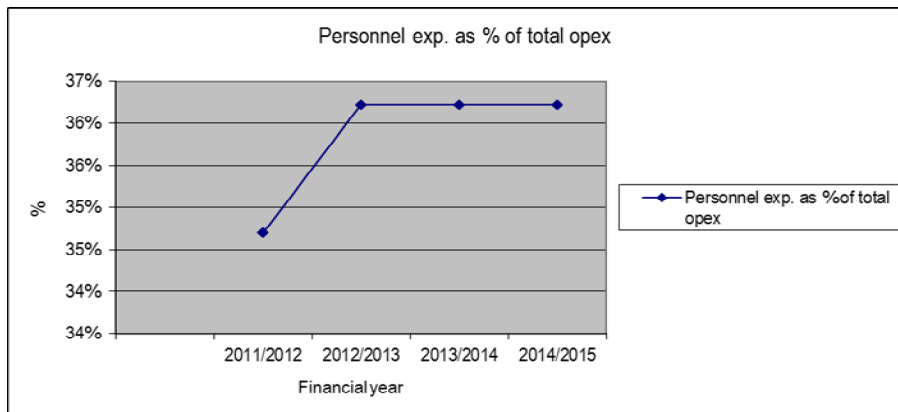
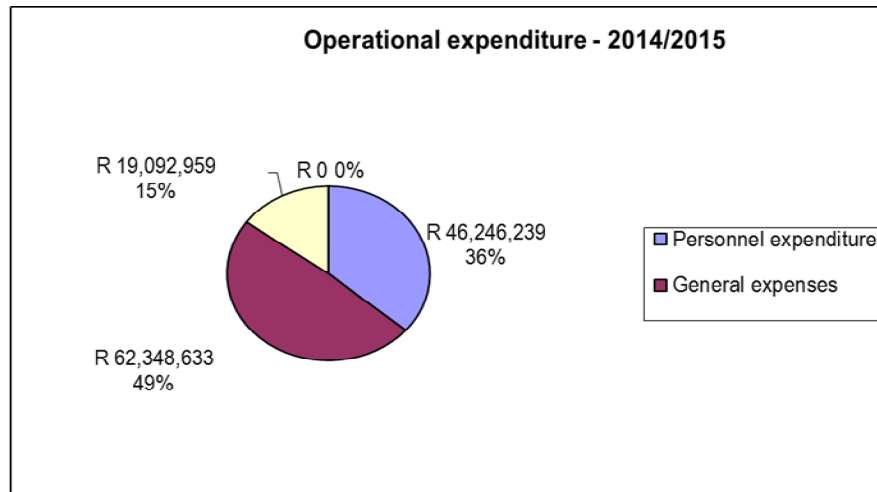


Expenditure	2011/2012	2012/2013	2013/2014	2014/2015
Personnel expenditure	35 146 091	41 867 069	44 086 024	46 246 239
General expenses	36 920 985	56 444 688	59 436 257	62 348 633
Repairs and maintenance	15 646 195	17 285 000	18 201 105	19 092 959
Special projects	13 602 918	-	-	-
MIG Capex	52 703 600	56 218 240	71 297 475	75 280 911
Neighbourhood grant Capex	-	-	-	-
Electricity grant Capex	-	-	-	-
Total expenditure	154 019 789	171 814 997	193 020 861	202 968 742
Net surplus	0	0	655 280	4 036 973



Please note that as from the 2012/2013 financial year, special projects expenditure is included under the relevant line items under General Expenses as part of the municipality's drive towards zero-based budgeting.





8.3. Revenue Enhancement, Debt Collection and Credit Control and Customer Care and Management

8.3.1 Debt collection and credit control

The municipality will focus on providing a holistic solution in developing and implementing a credit control and debt collection policy from ensuring that an effort is applied towards making the environment, from employees to the community/consumers, conducive towards transforming its credit control and debt collection policy to the necessary capacity to enable effective execution against the municipality's debt collection initiative.

The municipality will thus ensure that the following key components of an effective and sustainable credit control and debt collection policy are functioning effectively:

Personnel/HR:

- effective policies and procedures must be put in place to enable a streamlined and coordinated functioning of HR;
- detailed job descriptions must be developed for the relevant positions enabling execution on the credit control and debt collection policy;
- placing of suitably able personnel into the relevant positions

Information Technology (IT) Systems:

- effective IT support and maintenance capability should be secured;
- personnel should be provided of the necessary training on all the relevant IT systems and software programs;
- IT systems should be operated within a suitably secured operating environment

Processes and Activities:

- ⇒ processes to be followed in executing on credit control and debt collection should be fully documented and personnel should have a full working knowledge of these policies

Reporting and Performance Measurement:

- ⇒ ensuring a sustainable and continuously improving credit control and debt collection policy entails putting in place effective reporting and performance measurement mechanisms, thus allowing for continuous review of progress and allowing for comparison of targets against actual results

In dealing with government, institutional and large commercial customers the municipality will first ascertain the proportion of its debtors book, particularly accounts in arrears, attributable to government, institutional and large commercial customers. This will be an important step in the process as it will allow the municipality to determine the influence of these customers on its revenue generating and debt collection ability and ultimately its overall financial viability and sustainability.

Essentially the debt collection effort aimed at government, institutional and large commercial customers will be driven or rather preceded by a well-structured communication plan. This will be aimed at creating cordial and mutually beneficial relationships with such customers. The municipality intends to gain an understanding of the relevant customers' operating environment and the municipality's influence on such environment on service delivery terms.

With respect to medium sized businesses, particularly local businesses and residential customers the municipality may elect to adopt a more lenient approach by allowing such customers arrear settlement terms of between three to six months. The overriding principle though of such arrear settlement arrangements should be that customers should settle their current accounts in full on a monthly basis such that there is no further accumulation of arrears and thus undermining the process of arrear settlement.

The strategy of debt collection for all categories of customers will thus be underpinned by the following principles:

- ⇒ The municipality will devise a communication plan to be deployed through public community forums and various communication media, including the local press, community radio and other relevant publications, informing the community of the municipality's intended debt collection initiative, including the initiative's intended objectives and the relevant timelines.
- ⇒ The municipality will then commence a fieldwork exercise which will comprise site visits to facilitate dialogue with customers on arrear settlement terms. The municipality will also consider requesting customers to sign acknowledgement of debt agreements as a sign of commitment to the full settlement of outstanding debt.
- ⇒ The municipality will then monitor adherence with such acknowledgement of debt agreements on a monthly basis until the customer has fully met his/her obligations.
- ⇒ The municipality will also consider provide ongoing updates on the success of such debt collection initiative to the community through newsletters or the local press so as to create more awareness and also to galvanize the community's support of such initiative.

8.3.2. Customer Care and Management

In terms of section 95 of the Municipal Systems Act No. 32 of 2000 municipalities should adopt a customer care management system to achieve the following:

- ⇒ create a positive and reciprocal relationship between the ratepayers and service consumers and the municipality and where applicable a service provider;
- ⇒ pay points that provide customers with online facilities for accessing account query information to facilitate quick resolution of customer queries;
- ⇒ multiple pay points and mechanisms including kiosks, Easypay, online payments, direct deposits, etc.;
- ⇒ presentable premises utilized for banking hall and customer care facilities, including suitably furnished, equipped, proper signage, convenient office hours, well trained, courteous and helpful personnel;
- ⇒ conducting of regular network audits to ensure that accurate consumption metering occurs and also as a means of minimizing water and/or electricity losses;
- ⇒ issuing of accurate, regular and timeous accounts to ratepayers and customers that clearly record the tariff utilized, the level of consumption and the time period used to calculate the billed amount; and
- ⇒ consistent and impartial application of the municipality's credit control and debt collection policies.

Having noted the above the municipality intends to review its customer care and management systems to ensure that any debt collection initiative that is implemented is supported by a fully functional and effective customer care and management function.

8.3.3. Revenue Enhancement

UMzimkhulu, as a municipality covers an area which is largely rural and the municipality's revenue base consists primarily of the equitable share grant and of services in the form of refuse removal, electricity and protection and traffic management services and also rates. In formulating strategies for the enhancement of its revenue sources the municipality has to take into account the demographics of its area of jurisdiction. In essence, most revenue enhancement plans in a municipality should fall under one of the following enhancement principles:

- ⇒ the extension and improvement of any existing revenue source; and
- ⇒ the formulation and implementation of a new source of revenue.

An example of formulation of a new source of revenue would be in the case of a municipality that decides to offer traffic management and protection services where there were not offered before, which of course would entail the acquisition of new infrastructure and resources, such as trained and qualified personnel to enable the conducting of such service.

An example of the extension and improvement of any existing revenue source would include the offering of extended operational hours for learners' and drivers' licenses tests as an incentive for the general public to utilize the service and to also offer UMzimkhulu an advantage over other municipalities offering the same service. In essence they are various means by which this can be achieved but what is most critical is for such an exercise to be a collective effort by all the municipality's departments so as to dispense with the notion that this is purely a financial department responsibility.

This is particularly relevant considering that the various services that can be offered to drive the revenue enhancement effort reside and are controlled within the various line departments, such as infrastructure services and social development departments. It is thus critical that these departments' ideas and plans are brought to bear in formulating such plans. As part of its strategic long term financial planning process the municipality intends to explore various revenue enhancement initiatives as further means of entrenching its long term financial viability and sustainability.

8.4. SDBIP

This is an integral financial planning tool in the preparation of IDPs.

This plan is therefore largely a one-year detailed implementation plan which gives effect to the IDP and approved budget of the Municipality. It is a "contract" between the administration, Council and community expressing the goals and objectives set by Council as quantifiable outcomes that can be implemented by the administration over the next twelve months. This provides the basis for measuring performance in service delivery against end of year targets and implementing the budget. The draft 2011/2012 annual budget was tabled at an ordinary council meeting as required in terms of Section 16 of the MFMA, Act 56 of 2003. As per the MFMA the tabled budget will then be taken to the community to ascertain their views, through budget public participation sessions. The issues raised at these sessions will then be considered for incorporation into the final budget to be tabled before Council for adoption before the commencement of the 2011/2012 financial year.

The full document has been annexed to the IDP.

8.5 Financial Policies

The municipality has 166 indigent beneficiaries for the 2010/2011 financial year with a total household income threshold of R1100. These beneficiaries are 100 % subsidized. The total income threshold for the 2008/2009 has been increased to R2000.00

Applications for 2011/12 financial year have commenced and will be closed by the end of July 2011. There is an anticipating increase in the number of applicants as a result of the increase in household income threshold.

8.6 Auditor General's Recommendations

The municipality prepared an action plan regarding auditor general's recommendations:

Table 20: AGs Action Plan

ACTION PLAN REGARDING AUDITOR GENERAL'S RECOMMENDATIONS.							
NAME OF INSTITUTION ISSUEING REPORT	NUMBER OF FINDING	YEAR OF REPORT	FINDINGS	ACTION PLAN	IMPLEMENT ACTION DATE	RESPONSIBLE DEPARTMENT	RESPONSIBLE PERSON
1. Transactions with suppliers who are employed by the state							
Auditor-General	1	2010/2011	According to paragraph 14.1(c) of the municipality's SCM policy, a written quotation or bid may not be considered unless the provider who submitted the quotation or bid has indicated: (i) whether he or she is in the service of the state, or has been in the service of the state in the previous twelve months; (ii) if the provider is not a natural person, whether any of its managers, its managers, principal shareholders or stakeholder is in the service of the state, or has been in the service of the state in the previous twelve months; or whether a spouse, child or parent of the provider or of a manager, shareholder or stakeholder referred to in sub-paragraph; (iii) is in the service of the state, or has been in the service of the state in the previous twelve months.	Municipality intends to implement controls aimed at preventing non - compliance with applicable legislative by developing checklist to ensure compliance with basic requirements; that will be supported by providing the necessary training to the relevant departments.	31 March 2012	Budget and Treasury Office	Mr Z Cezu

2. Quotations not obtained for procurement of goods and services							
Auditor-General	2	2010/2011	According to paragraph 19.1(a) of the supply chain management policy all requirements in excess of R30 000 (VAT included) that are to be procured by means of formal written price quotations, in addition to the requirements of paragraph 18 be evaluated in terms of the Preferential Procurement Points Framework Act (PPPFA) and its Regulations and be advertised for at least seven days on the website and an official notice board of the UMzimkhulu Municipality.	Municipality intends to implement controls aimed at preventing non - compliance with applicable legislative by developing checklist to ensure compliance with basic requirements; that will be supported by providing the necessary training to the relevant departments.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
3. Tender process not initiated and followed for services rendered							
Auditor-General	3	2010/2011	According to section 20.1 of the SCM policy, goods or services above a transaction value of R 200 000 (VAT included) and long term contracts may only be procured through a competitive bidding process, subject to paragraph 12(2) of the policy. No evidence of a competitive bidding process was provided for financial services received from KPMG resulting in irregular expenditure amounting to R806 739 which is not disclosed in the financial statements of the municipality.	Municipality intends to implement controls aimed at preventing non - compliance with applicable legislative by developing checklist to ensure compliance with basic requirements; that will be supported by providing the necessary training to the relevant departments.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
4. Inconsistencies between the IDP & APR							

Auditor-General	4	2010/2011	According to section 62(b) and (c)(i) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards and that the municipality has and maintains effective, efficient and transparent system of financial and risk management and internal control".	The municipality is currently reviewing its planning and budgeting model to integrate and align the IDP and budget through incorporation of the budget into the SDBIP/Operational plan and making these one manageable document. Any requested amendments shall be effected upon written prior written motivation and approval by the Mayor, and a procedure will be enacted where amendments are allowed only in the first quarter of the financial year.	31 March 2012	Planning Department	Mrs N Tyekela
5. Inadequate presentation of reported performance information							
Auditor-General	5	2010/2011	Section 46 of the Municipal Systems Act of South Africa, 2000 (Act No. 32 of 2000) (MSA) states that "the municipality must prepare for each financial year a performance report reflecting measures taken to improve performance.	A Manual for managing performance information has been developed in the 2011/2012 financial year and will be strongly implemented this financial year. The manual spells out the nature of credible information that must be collated to support the "Met" targets.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
6. Reported performance against targets are not valid and accurate when compared to source information							
Auditor-General	6	2010/2011	Section 62(1) (b) of the MFMA states, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.	The targets and /or key performance indicators not in the competency of UMzimkhulu municipality will be removed from the 2011/12 SDBIP/Operational plan, however, these targets and KPIs will be included in the SDBIP/Operational plan for the 2012/13 financial year but the role of the municipality will be clearly defined to pave way for evaluation of the municipality's performance in relation to these targets/KPIs.	31 March 2012	Budget and Treasury Office	Mr Z Cezu

7. Inadequate documentation of the tender evaluation and adjudication process							
Auditor-General	7	2010/2011	According to section 62(1)(d) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that irregular or fruitless and wasteful expenditure is prevented.	Municipality intends to implement controls aimed at preventing non - compliance with applicable legislative by developing checklist to ensure compliance with basic requirements; that will be supported by providing the necessary training to the relevant departments.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
8. Insufficient information on invoices approved for payment							
Auditor-General	8	2010/2011	The accounting officer did not take all reasonable steps to ensure that the municipality had and maintained an effective system of expenditure control, including procedures for the approval, authorisation, withdrawal and payment of funds, as required by section 65(2)(a) of the Municipal Finance Management Act.	Insufficient information on invoices approved for payment. Going forward the information will be monitored and ensure accuracy.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
9. Fruitless and wasteful expenditure							

Auditor-General	9	2010/2011	<p>In terms of the MFMA section 95 (d)"The accounting officer of a municipal entity is responsible for managing the financial administration of the entity, and must take reasonable steps to ensure that irregular and fruitless and wasteful expenditure and other losses are prevented. Furthermore, according to section 125(2)(d) of the MFMA, the notes to the annual financial statements of a municipality must disclose the following information particulars of—</p> <p>(i)any material losses and any material irregular or fruitless and wasteful expenditures, including in the case of a municipality, any material unauthorised expenditure, that occurred during the financial year, and whether these are recoverable.</p> <p>Interest and penalty on late payments and late submissions to the Department of Labour for workmen's compensation was incurred from the period November 2006 to March 2011 amounting to R408 496, this amount was not disclosed as fruitless and wasteful in the financial statements of the municipality.</p>	We will ensure that such documents are updated on a monthly basis and the Corporate Services Manager will be appointed.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
10. Non compliance with the MFMA: publication of information on website							

Auditor-General	10	2009/2010	<p>In terms of Section 75(1) of the MFMA, municipalities are required to place the following documents on their municipal websites:</p> <ul style="list-style-type: none"> a) The annual and adjustments budgets and all budget-related documents; b) All budget-related policies c) Annual Report; d) All performance agreements required in terms of section 57(1)(b) of the Municipal Systems Act; e) All service delivery agreements; f) All long-term borrowing contracts; g) All supply chain management contracts above a prescribed value; h) An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14(2) or (4) during the previous quarter; i) Contracts to which subsection (1) of section 33 apply, subject to subsection (3) of that section; j) Public-private partnership agreements referred to in section 120; k) All quarterly reports tabled in the council in terms of section 52(d); and l) Any other documents that must be placed on the website in terms of this Act or any other applicable legislation, or as may be prescribed. <p>Section 75(2) of the Act further requires that documents must be placed on the website not later than five working days after its tabling in council, or on the date on which it must be made public,</p>	We will develop checklists that will be signed on a monthly basis.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
-----------------	----	-----------	---	--	---------------	----------------------------	-----------

			<p>whichever occurs first.</p> <p>The municipality did not place updated copies of the required documents on its website within the legislated timeframe. Certain links on the website of the municipality are not in working order. Specifically the property register.</p>				
11. Mid-year budget and performance assessment not submitted in required format							

Auditor-General	11	2010/2011	According to section 72(b)(iii) of the MFMA, the accounting officer of a municipality must by 25 January of each year submit a report on the mid-year assessment to the relevant provincial treasury. The municipality did not submit its mid-year budget and performance assessment to provincial treasury in the required schedule C format.	Prior to submitting the Mid-year budget and performance assessment, the format used will be checked by the Budget Accountant to verify correctness of that format	31 March 2012	Budget and Treasury Office	Mr Z Cezu
12. Non compliance with the Division of Revenue Act (DoRA)							

Auditor-General	12	2010/2011	<p>A municipality is required to prepare reconciliations between amounts received as per the primary bank account statements and those that should have been received according to the following sections:</p> <ul style="list-style-type: none"> • Sec 5(1) - equitable share according to Schedule 3 ; • Sec 8(1) - other allocations according to schedules 4, 6 and 7; • Sec 29 - funds to be transferred to PE for the provision of a municipal service; and • Sec 36(1), sec 37(1)(b) and sec 41 - any other allocation. <p>Adjusted by</p> <ul style="list-style-type: none"> * Sec 22(2) – adjustment budget or re-allocation; * Sec 25 - withholding of a transfer; * Sec 26 - stopping of allocation; * Sec 27 - reallocation of allocation after stopping of allocation; * Sec 28 – unspent conditional allocations; * Sec 29 – funds to be transferred to PE for the provision of a municipal service; * Sec 34 - amendment of payment schedules; and * Sec 35 – transfers made in error. <p>The municipality did not prepare the required reconciliation.</p>	The reconciliation between Dora amounts budgeted and amounts received will be monitored on a monthly basis.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
13. Irregular expenditure not investigated by council committee							

Auditor-General	13	2010/2011	<p>According to section 62(1)(c) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial risk management and internal control.</p> <p>The municipality does not have a documented policy or procedure manual to prescribe for the preparation, review, authorisation and approval of journals. Journals are being reviewed and authorized by several officials, who at times are not responsible or involved in financial reporting, as there is no proper isolation of responsibility.</p>	We will ensure that the Council and oversight committee continuously investigate Irregular expenditure.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
14. Authorised signatory not a member of senior management							
Auditor-General	14	2009/2010	<p>According to section 11(1) of the MFMA, only the accounting officer or the chief financial officer of a municipality, or any other senior financial official of the municipality acting on the written authority of the accounting officer, may withdraw money or authorise the withdrawal of money from any of the municipality's bank accounts</p> <p>Ms.MN. Sibutha, a Senior Expenditure Accountant reporting to the Head of Expenditure, is an authorized signatory of the municipality's bank accounts, contrary to the provisions of the MFMA.</p>	<p>Authorised signatory not a member of senior management.</p> <p>Going forward this will be rectified</p>	31 March 2012	Budget and Treasury Office	Mr Z Cezu

15. SDBIP not approved within legislated timeframe							
Auditor-General	15	2010/2011	In terms of the Municipal Finance Management Act (No.56 of 2003) section 53 (1) (c) (ii) The mayor of a municipality must take all reasonable steps to ensure that the municipality's service delivery and budget implementation plan is approved by the mayor within 28 days after the approval of the budget; Evidence that the service delivery and budget (SDBIP) implementation was approved by the mayor within 28 days after approval of budget was not presented.	The IDP, budget and SDBIP planning processes will be monitored very closely to ensure that the SDBIP is approved within 28 days after approval of the budget, and evidence will be filed in the IDP and SDBIP planning file.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
16. Budget allocation not per development priority/objective							

Auditor-General	16	2010/2011	<p>Section 25 of the Municipal System Act No.32 of 2000 (MSA) states that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive and strategic plan for the development of the municipality which:</p> <p>(a) links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality;</p> <p>(b) aligns the resources and capacity of the municipality with the implementation of the plan;</p> <p>(c) forms the policy framework and general basis on which annual budgets must be based;</p> <p>(d) complies with the provisions of this Chapter; and</p> <p>(e) is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of legislation</p> <p>The budget allocation of the municipality for the 2010/11 financial year is not allocated per development priority/objective.</p>	The IDP and SDBIP will be reconciled in terms of strategic objectives, Key performance indicators and projects to ensure that the allocation is per development priorities. This activity will be performed for the 2011/12 financial year as well for consistency	31 March 2012	Budget and Treasury Office	Mr Z Cezu
17. Performance indicators not included in the SDBIP							

Auditor-General	17	2010/2011	Section 1(a) of the Municipal Finance Management Act No.56 of 2003 states the Service delivery implementation plan of the municipality must indicate service delivery targets and performance indicators for each quarter. However, it was noted that the 2010/2011 service delivery budget implementation plan does not include all indicators and targets per the approved IDP	The 2011/12 IDP and SDBIPs/Operational plans will be reconciled to ensure that the two key strategic planning and implementation documents talk to each. Any necessary amendments will be approved by the Mayor	31 March 2012	Budget and Treasury Office	Mr Z Cezu
18. Public notice of adoption of IDP not submitted for audit							
Auditor-General	18	2010/2011	In terms of the MSA, S25 (4) (a), a municipality must; within 14 days of the adoption of its integrated development plan in terms of subsection (1) or (3): (a) give notice to the public: - of the adoption of the plan - and that copies or extracts from the plan are available for public inspection at specified places; Section 62(1) (b) of the MFMA states, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards. No evidence was provided for the public notice of adoption of Integrated Development Plan (IDP) within 14 days of 24 June 2010(date of adoption of	Agree with the finding. A checklist will be developed to monitor the IDP process and ensure compliance with section 25 of the Municipal Systems Act. The checklist will be signed-off by the IDP/PMS Manager and will be filed for reference and audit purposes.	31 March 2012	Planning and Housing Manger	Mr N Tyekela

			IDP).				
19. No evidence of community participation in setting of key performance indicators (KPI's)							
Auditor-General	19	2010/2011	In terms of section 42 of MSA, a municipality through appropriate mechanisms, processes and procedures established in terms of chapter 4, must involve the local community in the development, implementation and review of the municipality's performance systems, and, in particular, allow the community to participate in the setting of appropriate key performance indicators and performance targets for the municipality. Evidence that the community	The IDP, budget and SDBIP planning processes will be monitored very closely to ensure compliance with the Municipal Systems Act, 32 of 2000	31 March 2012	Budget and Treasury Office	Mr Z Cezu

			participated in the process of drafting the Integrated Development Plan, setting KPI's and targets was not provided.				
20. Targets not specific, measurable and time-bound							
Auditor-General	20	2010/2011	In terms of section 12 of the Municipal Systems Act Regulations, a municipality must, for each financial year set performance targets for each of the key performance indicators set by it. A performance target set in terms of sub regulation (1) must: a) Be practical and realistic b) Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set; c) Be commensurate with available resources; d) Be commensurate with the municipality's capacity; and e) Be consistent with the municipality's development priorities and objectives set out in its integrated development plan.	The 2011/12 SDBIP/Operational Plan will be reviewed for adherence to the SMART principle, and discrepancies will be corrected and forwarded to the Mayor for approval.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
21. Predetermined objectives of other institutions included in IDP adoption of IDP not submitted for audit							

Auditor-General	21	2010/2011	Section 26 (a) &(c) of the municipal systems act states that an integrated development plan must reflect: (a) The council's development vision for the long term development of the municipality with special emphasis on the municipality's most critical development and internal transformation needs. (c) The council's development priorities and objectives for its elected term including its local economic development aims and its internal transformation needs.	The targets and /or key performance indicators not in the competency of UMzinkhulu municipality will be removed from the 2011/12 SDBIP/Operational plan, however, these targets and KPIs will be included in the SDBIP/Operational plan for the 2012/13 financial year but the role of the municipality will be clearly defined to pave way for evaluation of the municipality's performance in relation to these targets/KPIs.	31 March 2012	Planning and Housing Manger	Mr Z Cezu
22. Inadequate controls over the supplier database							
Auditor-General	22	2010/2011	According to section 62(1)(b) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards	Municipality intends to implement controls aimed at preventing non - compliance with applicable legislative by developing checklist to ensure compliance with basic requirements; that will be supported by providing the necessary training to the relevant departments.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
23. Inadequate controls over master file amendments							
Auditor-General	23	2010/2011	In terms paragraph 62 (c) (i) of the MFMA the accounting office has the responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent of financial and risk management and internal control.	In future we will ensure that reports generated are reviewed and signed by Corporate Services Manager, and that we will develop procedure manual on segregation of duties of functions.	31 March 2012	Budget and Treasury Office	Mr Z Cezu

24. Leave reconciliation not reviewed							
Auditor-General	24	2010/2011	Section 62(c)(i) of the Municipal Finance Management Act, (Act No. 56 of 2003)(MFMA) states that "The accounting officer of a municipality is responsible for managing the financial administration of municipality, and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial and risk management and internal control.	The municipality is finalizing the processes of appointing Head of Department to ensure that going forward the leave reconciliation is continuously reviewed.	31 March 2012	Corporate Services Manager	Ms N Nduku
25. Policy on investment property depreciation							
Auditor-General	25	2010/2011	Paragraph 6.4 of the municipality's fixed asset policy states that "Investment assets shall not be depreciated, but shall be annually valued on balance sheet date to determine their fair (market) value. Investment assets shall be recorded in the balance sheet at such fair value. Adjustments to the previous year's recorded fair value shall be accounted for as either gains (revenues) or losses (expenses) in the accounting records of the department or service controlling the assets concerned".	We have been depreciating our assets in accordance to our Accounting Policy on the Annual Financial Statements; we will rectify Paragraph 6.4 of our Fixed Asset Policy to be in line with our Accounting Policy.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
26. Risk assessment							

Auditor-General	26	2010/2011	According to section 95(c) of the MFMA, the accounting officer of a municipal entity is responsible for managing the financial administration of the entity and must for this purpose take all reasonable steps to ensure that the entity has and maintains effective, efficient and transparent systems of financial and risk management and internal control and internal audit complying with and operating in accordance with any prescribed norms and standards. Section 7 of the risk management strategy states that UMzimkhulu Municipality's risk management strategy will be applied to all operational aspects of the entity and will consider external strategic risks arising from or related to our partners in projects, government departments, the public and other external stakeholders, as well as wholly internal risks.	We will increase capacity of the unit and ensure that all risks associated with the municipality's activities are covered in the risk assessment.	31 March 2012	Municipal Manager	Mr Z Cezu
27. Anti-virus software							
Auditor-General	27	2010/2011	According to section 62(1)(c) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that the municipality has and maintains effective, efficient and transparent systems of financial risk management and internal control.	<u>Actions taken</u> Fault logged, addressed and closed with Trend Micro support team to address update issues. Fault ID: 60819 Deployment of additional removal tools Spybot- Search and Destroy v1.6.2. Malwarebytes v1.5.2 Trend micro hijack this	31 March 2012	Corporate Services Manager	Ms N Nduku

28. Control environment over financial reporting							
Auditor-General	28	2010/2011	According to section 62(1)(b) the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.	We will ensure adherence to the journal procedure manuals and checklists.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
29. Bank reconciliations not signed as evidence of review							
Auditor-General	29	2010/2011	According to section 62(b) and (c)(i) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards and that the municipality has and maintains effective, efficient and transparent system of financial and risk management and internal control".	All bank reconciliations are prepared on monthly basis and are reviewed and signed by the designated official. The unsigned copies were as a result of an oversight and going forward will make sure that all recons are signed accordingly	31 March 2012	Budget and Treasury Office	Mr Z Cezu
30. Claim of input VAT from a non -VAT vendor							
Auditor-General	30	2010/2011	Section 17 paragraph 1 of the Value Added Tax Act No. 89 of 1991, states that "Where goods or services are acquired/imported for consumption, use or supply in course of making taxable supplies and partly for another intended use, the extent to which any tax which has become payable in respect of the supply to the vendor or the importation	At the time of receiving this particular invoice, we were of the view that the service provider was a vat vendor and process this payment as such. It was when we were not given the vat registration number that we discovered that this was not the case, at the time of receiving this information the vat has already been claimed.	31 March 2012	Budget and Treasury Office	Mr Z Cezu

			by the vendor, as the case may be, of such goods or services is input tax."	Going forward will ensure that the information of service providers is accurate.			
31. No gift register in place							
Auditor-General	31	2010/2011	Municipal SCM Regulation 46(2)(d) requires that, officials or other role players involved in the implementation of the SCM policy of the municipality must declare to the accounting officer details of any reward, gift, favour, hospitality or other benefit promised, offered or granted to that person or to any close family member, partner or associate of that person; The municipality does not have a gift register wherein gifts received by municipal officials are recorded.	A gift register will be monitored and reviewed by the CFO every quarter.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
32. Lack of performance management system and process for all levels of staff							
Auditor-General	32	2010/2011	In order to embed, promote and motivate a culture of high performance, an organisation should develop and implement a performance management system that will measure, monitor, improve and reward good performance. Only the municipal manager and section 57 staff members have entered into performance agreements with the municipality, the remainder of the staff	We will review the current policy to include all levels of staff in order to be able to monitor, measure, and improve reward for good performance. The corporate service manager will be appointed soon to do implementation of performance management system that will include labour forum. Thorough research will be undertaken in order to apply uniformity with surrounding municipalities.	31 March 2012	Corporate Services Manager	Ms N Nduku

			does not have such contracts/ agreements.				
33. Commitments incorrectly calculated							
Auditor-General	33	2010/2011	<p>According to section 62(1) (b) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.</p> <p>The commitments relating to rollovers from the year 2010/11 were not calculated based on the contract value less actual expenditure incurred resulting in an understatement of R326 468.</p>	Commitments are not disclosed at the contracted values in the Annual Financial Statements but at the projected value to complete. This is the amount that the municipality anticipates to further spend on the projects to complete them. However going forward this will be rectified.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
34. Difference between interest received in bank confirmation and AFS							

Auditor-General	34	2010/2011	According to section 62(1)(b) of the MFMA, the accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards.	The difference between Investment register and annual financial statements is as a result of a main account interest. Going forward this will be rectified.	31 March 2012	Budget and Treasury Office	Mr Z Cezu
-----------------	----	-----------	---	--	---------------	----------------------------	-----------

SECTION I: ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

9.1 INTRODUCTION

The municipality adopted the Key Performance Area Model as its preferred performance model. According to the Planning and Performance Management Regulations, a municipal Organizational Performance Management System (OPMS) must entail a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

The Key Performance Area Model the performance indicators are grouped together per KPA; for example, the key performance indicators dealing with economic development will be grouped together and those dealing with infrastructure and services will be grouped together.

The municipality has cascaded PMS to all levels below section 57 for the year 2011/2012 and performance promises and accountability agreement have been signed.

KEY PERFORMANCE AREA MODEL—Advantages

- Easy to understand
- Directly linked to IDP through KPAs
- Based on nationally defined KPAs

KEY PERFORMANCE AREA MODEL—Disadvantages

- No cause and effect relationship between KPAs

PROCESS OF MANAGING PERFORMANCE

The process of managing performance in UMzikhulu Municipality is mapped by the following stages:

1. Performance Planning
2. Performance Monitoring
3. Performance Measuring
4. Performance Analysis
5. Performance Reporting
6. Performance Review

Each of the stages in the cycle is underpinned by Council and community oversight over the performance of the Municipal Executive and Administration.

9.2. UMzikhulu Municipality's Organogram

9.2.1. Overall Purpose

The purpose of the structure is to provide local government services to the jurisdiction of UMzikhulu Local Municipality based on legislation & in collaboration with the with other spheres of government & Organs Civil Society.

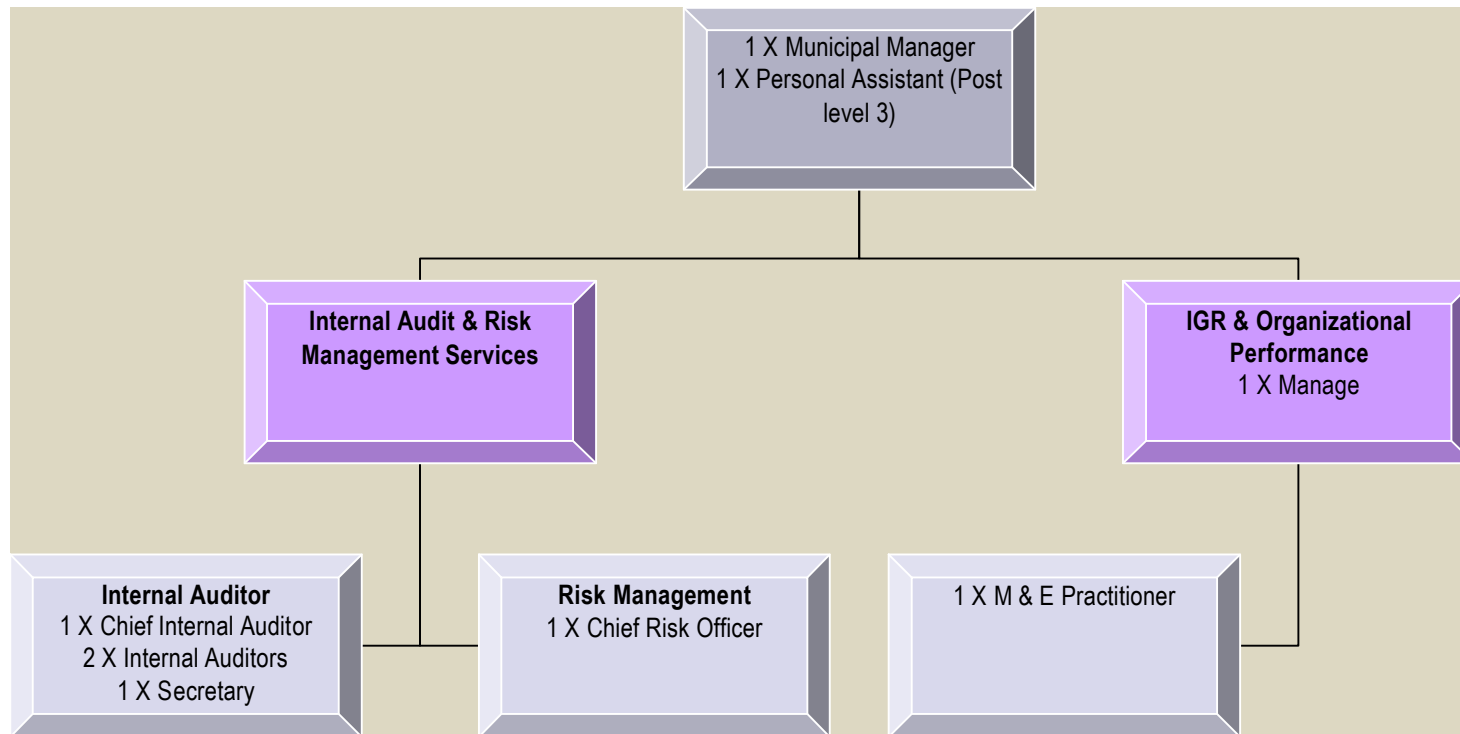
9.2.2. Functions

- ⇒ To provide community & citizen services;
- ⇒ To provide & maintain existing municipal infrastructure to enable service delivery;
- ⇒ The efficient management of the finances of the municipality based on the MFMA;
- ⇒ To coordinate strategic planning & governance within the municipality;
- ⇒ Provide corporate services auxiliary functions of a municipality.

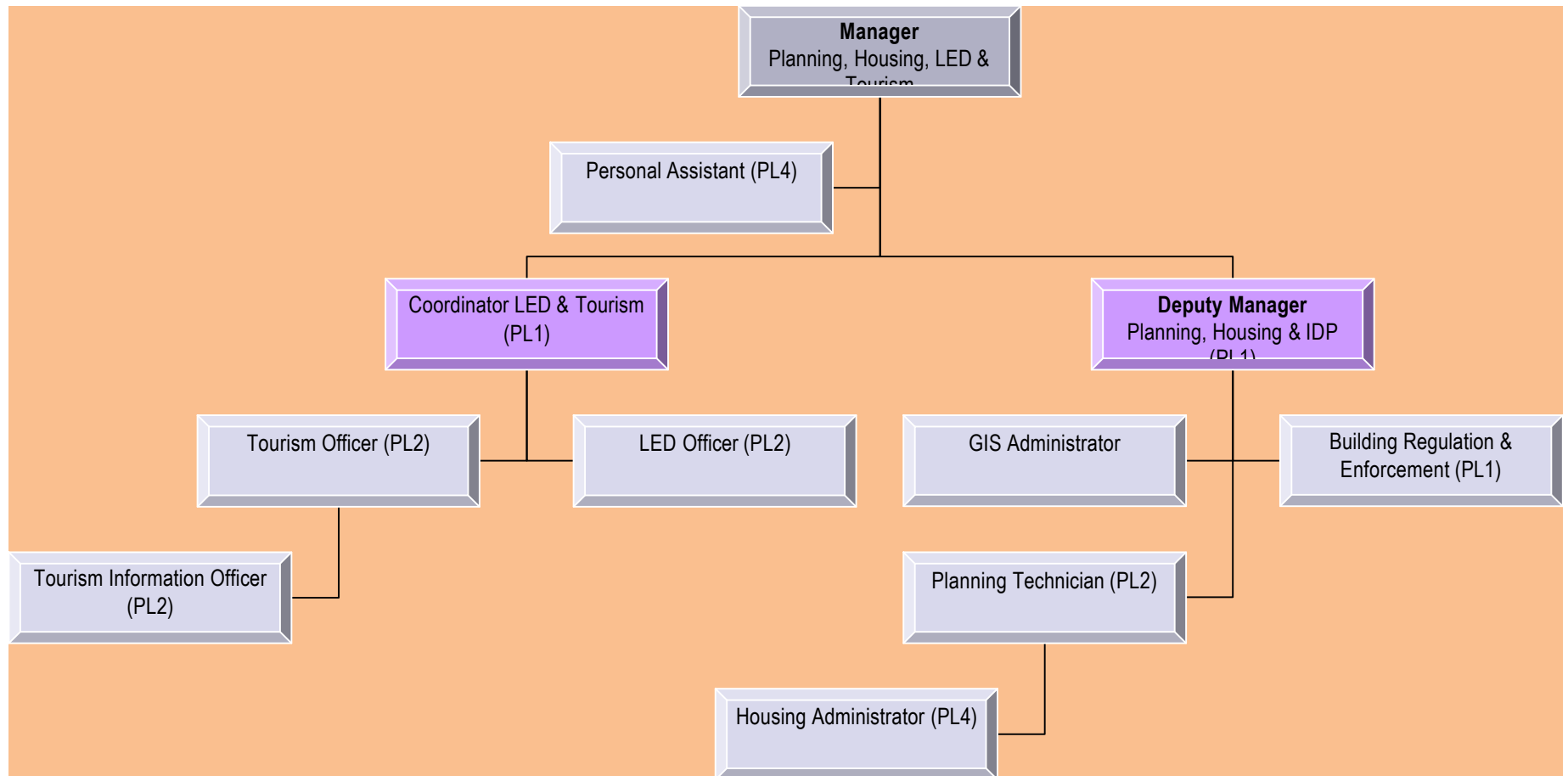
Table 21: Municipal Departments and their Functions

Municipal Manager's	Community & Social services	Infrastructure Development	Budget & Treasury	Planning & LED	Corporate Services
<u>Purpose</u> Provide leadership to the municipality & support council in fulfilling its mandate	<u>Purpose</u> To provide social & citizen services	<u>Purpose</u> To provide capital & maintain existing infrastructure	<u>Purpose</u> The efficient management of the finances of the municipality	<u>Purpose</u> To coordinate planning activities of the municipality	<u>Purpose</u> Undertake corporate & administrative services
<u>Functions</u> 1. Internal audit & Risk management 2. Inter-governmental relations & organizational performance	<u>Functions</u> 1. Municipal Health Services 2. Traffic & other By-Laws regulation & enforcement 3. Undertake special programs services 4. Coordinate disaster & Firefighting services 5. Sports, Recreation, Arts & Culture 6. Public Participation 7. Enforcement of municipal By-Laws	<u>Functions</u> 1. PM Unit 2. Municipal Infrastructure maintenance 3. Storm water & sanitation management 4. Coordinate electricity 5. Facilitate community involvement 6. Refuse removal, dumps & solid waste	<u>Functions</u> 1. Coordination of budget 2. Expenditure, financial control & reporting 3. Credit management & revenue collection 4. Provide Supply chain management services 5. Provide support & capacity to line functions on budgeting & treasury	<u>Functions</u> 1. Coordinate development of IDP 2. Conduct town & spatial development planning 3. Coordinate municipal By-Laws 4. Facilitate local economic development 5. Coordinate housing development 6. Building regulations & enforcement	<u>Functions</u> 1. Provide HR management & HRD services 2. Ensure employee wellness 3. Provide Auxiliary services 4. Provide IT services 5. Provide Council support services 6. Provide support & capacity to line functions on HR functions 7. Communications 8. Legal Advisory Services

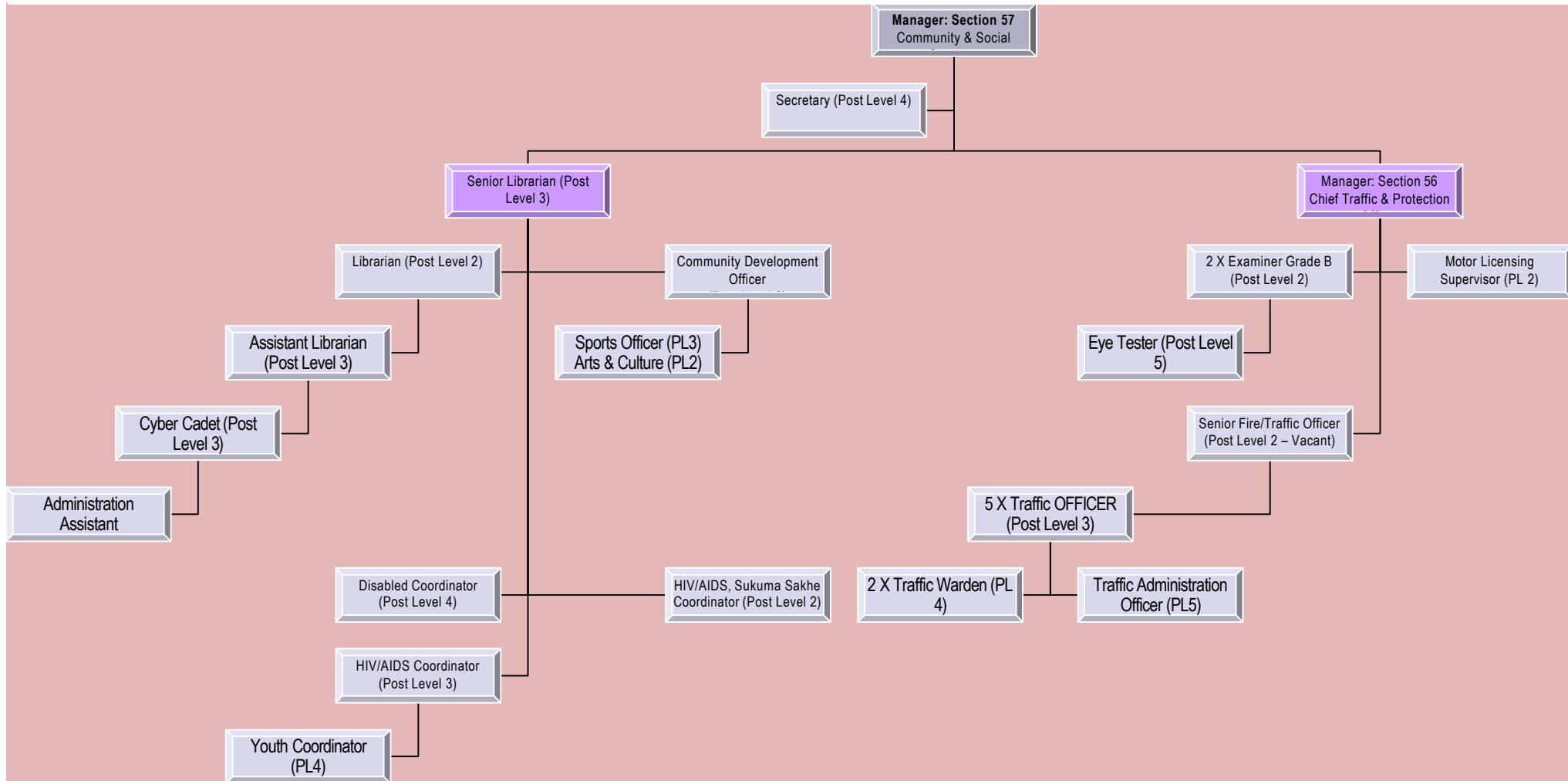
OFFICE OF THE MUNICIPAL MANAGER



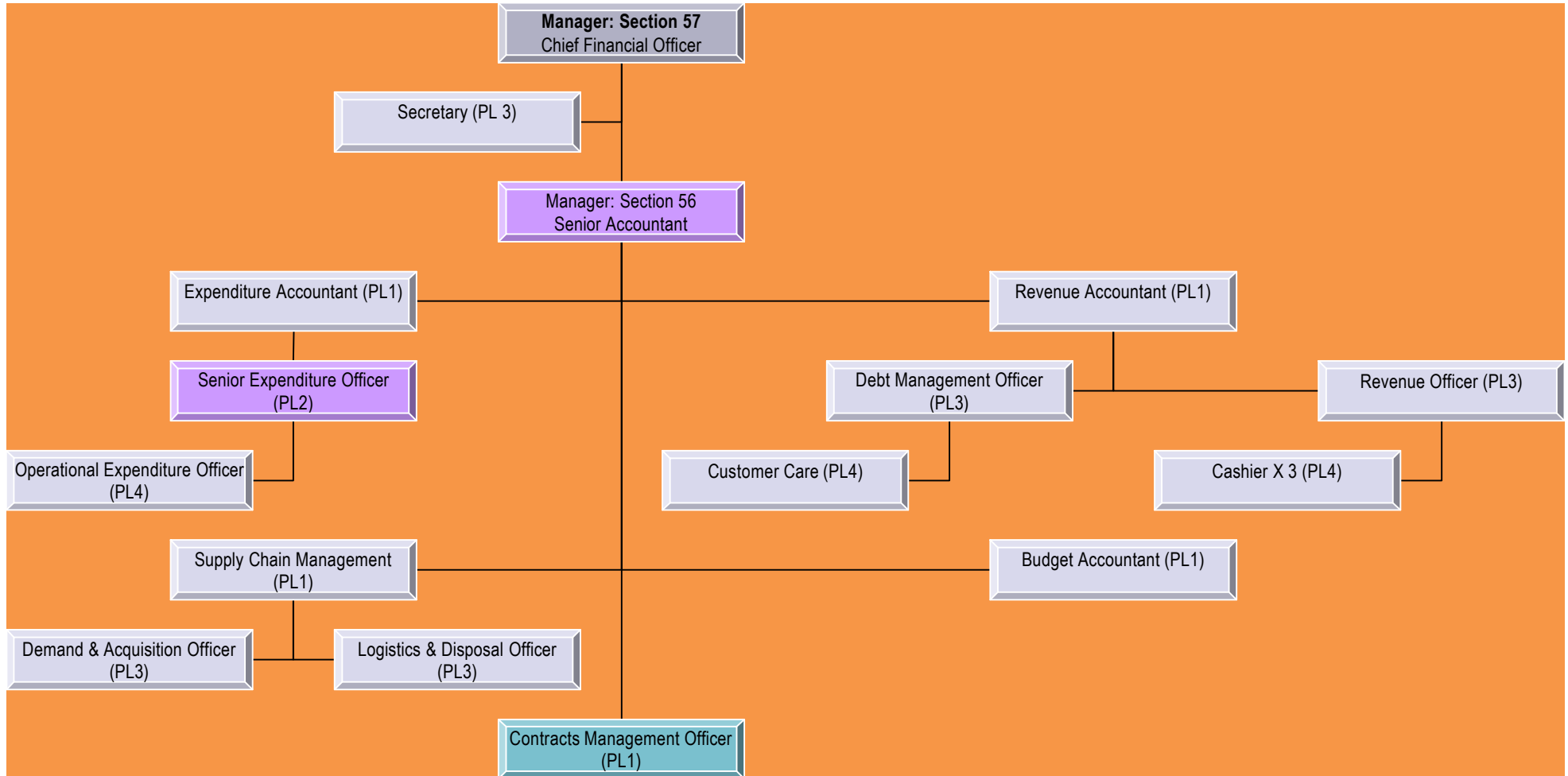
PLANNING, HOUSING & LED



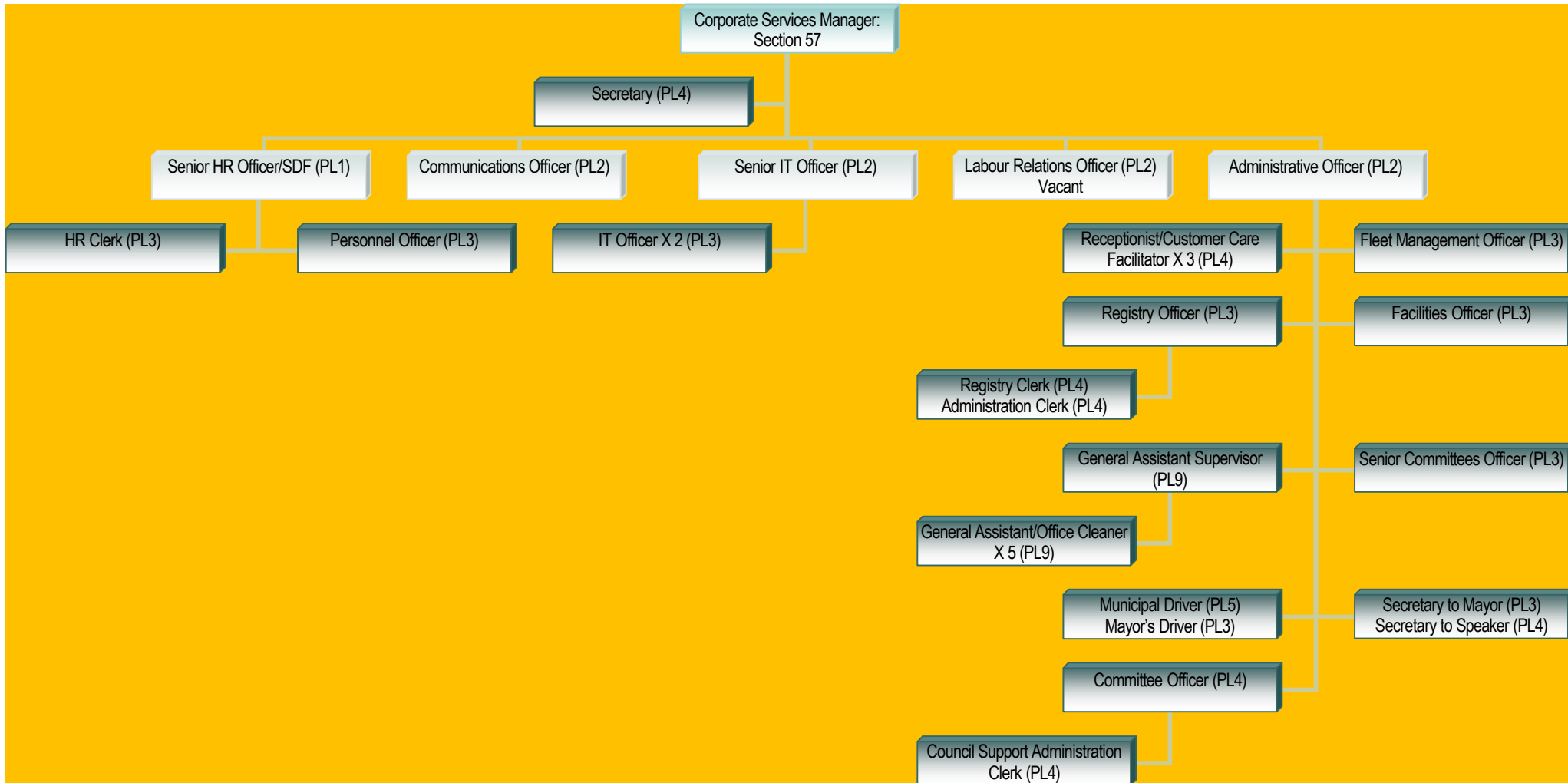
COMMUNITY AND SOCIAL SERVICES



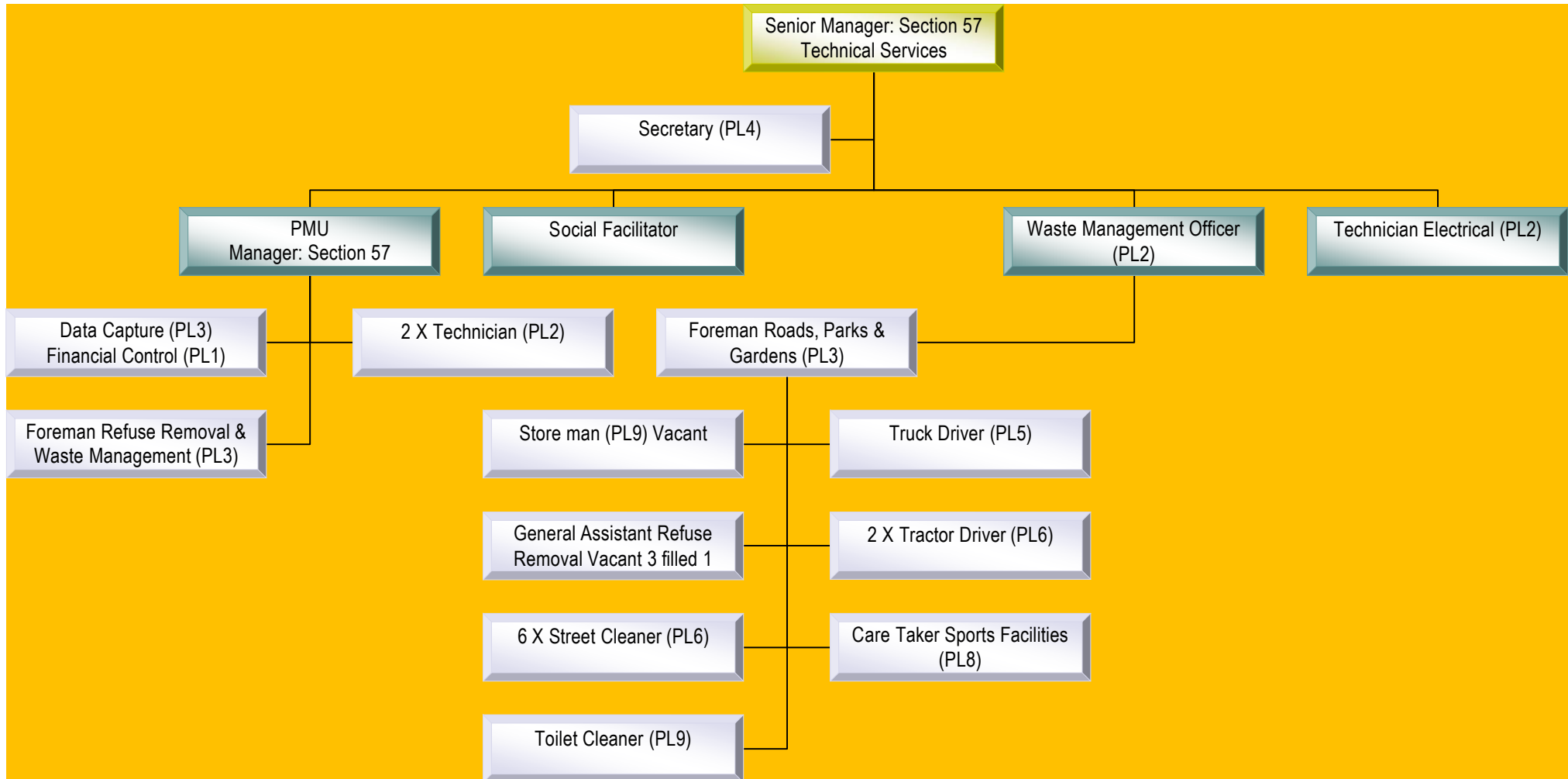
BUDGET AND TREASURY



CORPORATE SERVICES DEPARTMENT



TECHNICAL SERVICES



The municipality has also its Performance Management System in place for all municipal departments. The Plan highlights on the following SWOT Analysis of the Municipal Institutional System:

Opportunities	Threats
<ul style="list-style-type: none"> ⇒ UMzikhulu Local Municipality is declared as a Nodal Area having an opportunity to access funding and support from different stakeholders. ⇒ Good public and community participation. ⇒ Availability of capacity building programmes offered by both national and provincial government. ⇒ Political determination to assist on finance matters. ⇒ Introduction of Property Rates Act that will assist municipalities to maximize revenue and become sustainable. ⇒ Availability of finance best practices and prescripts. 	<ul style="list-style-type: none"> ⇒ The municipality has a low revenue base. ⇒ Low private sector investment. ⇒ High poverty rate. ⇒ High unemployment rates. ⇒ Appeals relating to valuation rolls. ⇒ Limited service providers in the specialized fields resulting in difficulty in applying the PPPFA. ⇒ Limited local service providers from preferential groups (women, disabled, youth and cooperatives). ⇒ Lack of local contractors with high CIDB grading. ⇒ Instability in the South African political environment
Strengths	Weaknesses
<ul style="list-style-type: none"> ⇒ Improvement in Audit Opinion. ⇒ Ability to meet the clients and other stakeholders needs. ⇒ Committed team. ⇒ Internal good management and leadership. ⇒ Compliance with statutory regulations. ⇒ Having a revenue enhancement strategy. ⇒ Good customer service. ⇒ Introduction of policies and bylaws. ⇒ 	<ul style="list-style-type: none"> ⇒ Lack of co-operation from other departments within the municipality. ⇒ Lack of internal system controls. ⇒ Debt management system not yet achieved. ⇒ Lack of office space and conducive work environment. ⇒ High staff shortages ⇒

9.2. Municipal Annual Performance Report 2010/1011

The Municipality has developed a Scorecard for 2011/2012 financial year and will be incorporated in the final adopted IDP. However, the Municipal Annual Performance for 2010/2011 can be outlined as below.

Table 22: Municipal Annual Performance Report 2010/2011

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/ Indicator	2010/2011		2010/2011												Planned Measures For Improvement
							Q1 & Q2 Performance				½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Performance Report		
					Targ et	Actu al	Targ et Q1	Actu al Q1	Tar get Q2	Actu al Q2	Tar get	Actu al	Targ et Q3	Actu al Q3	Target Q4	Actu al Q4	Target	Actual	
3.4.4	Financial Viability & Management	To ensure that all revenue of the municipality is accounted for	Cash collected from customers	Number of days outstanding			60 days	60 days	60 days	60 DAYS	120 days	120 DAYS	60 days	60 day	60 days	60 DAYS	60 days		ACHIEVED
3.4.4			Amount invoiced/billed to customers	% of services rendered that are billed			40%	40%	40 %	40%	80 %	80%	40%	40%	40%	40%	40%		ACHIEVED
			Debt coverage ratio	Ratio			N/A	N/A	N/A	N/A	N/ A	N/A	N/A	N/A	N/A	N/A	N/A		N/A
3.4.4			Outstanding service debtors to revenue	%			57%	60%	57 %	60%	100 %	100%	57%	57%	57%	57%	57%		ACHIEVED
			Cost coverage ratio	Ratio			N/A	N/A	N/A	N/A	N/ A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/ Indicator	2010/2011		2010/2011												Planned Measures For Improvement
							Q1 & Q2 Performance				½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Performance Report		
					Targ et	Actu al	Targ et Q1	Actu al Q1	Tar get Q2	Actu al Q2	Tar get	Actu al	Targ et Q3	Actu al Q3	Target Q4	Actu al Q4	Target	Actual	
3.4.4			To increase revenue collection	% Increase			50%	50%	50%	50%	100%	100%	50%	50%	50%	50%	50%		ACHIEVED
3.4.4			Maintenance of valuation roll	Number of objections/appeals			80	80	N/A	N/A	80	80	N/A	N/A	N/A	N/A	N/A		ACHIEVED
				% Compliance			100%	100%	100%	100%	100%	100%	100%	100%	100%		ACHIEVED		
3.4.4		To ensure compliance with all financial management requirements	Total revenue received from grants and subsidies	As per DORA			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	110 827 000		110 827 000		ACHIEVED
3.4.4			Total of grants and subsidies spent	Percentage spent			100%	100%	100%	100%	100%	100%	100%	100%	100%		ACHIEVED		
3.4.4			Audit opinion	Opinion			N/A	N/A	N/A	N/A	N/A	N/A	N/A	Unqualif ied		Unqualif ied		N/A	
3.4.4			To ensure reliable and accurate data	Improved Customer Satisfaction	Reduction in queries			60%	60%	60%	60%	100%	100%	60%	60%	60%	60%		ACHIEVED NUMBER OF QUERIES HAS BEEN REDUCED COMPARED TO PREVIOUS QUARTERS
3.4.4		To ensure preparation	Percentage operating budget of total budget	%			64%	64%	64%	64%	100%	100%	64%	64%	64%	64%	64%		ACHIEVED

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/ Indicator	2010/2011		2010/2011												Planned Measures For Improvement
							Q1 & Q2 Performance				½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Performance Report		
					Targ et	Actu al	Targ et Q1	Actu al Q1	Tar get Q2	Actu al Q2	Tar get	Actu al	Targ et Q3	Actu al Q3	Target Q4	Actu al Q4	Target	Actual	
3.4.4		and implementation of budgeting and reporting requirements	Percentage salaries and wages budget (including benefits) of total budget	%			24%	24%	24%	24% 5	48%	48%	24%	24%	24%	24%	24%		ACHIEVED
3.4.4			Percentage own revenue contribution to total budget	%			16%	16%	16%	16%	32%	32%	16%	16%	16%	16%	16%		ACHIEVED
3.4.4			Compliance with MFMA requirements	% compliance			100%	100%	100%	100%	10%	100%	100%	100%	100%	100%	100%		ACHIEVED
3.4.4		To ensure that all expenditure is managed in terms of all financial legislation	Fixed Asset Register reconciled with General Ledger	% reconciled			100%	100%	100%	100%	10%	100%	100%	100%	100%	100%	100%		ACHIEVED
3.4.4			Compliance with GRAP	% compliance			100%	98%	100%	98%	10%	100%	100%	98%	100%	98%	100%		ACHIEVED
3.4.4			Payment of creditors	Turnaround time			15 days	15 days	15 days	15 DAYS	30 DAYS	30 DAYS	15 days	15 DAYS	15 days	15 DAYS	15 days		ACHIEVED
3.4.4			Actual vs Budget	% variance			5%	5%	5%	5%	10%	10%	5%	5%	5%	5%	5%		ACHIEVED
3.4.4		To ensure compliance	Procurement Planning	Date			N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Jun	JUN	Jun		ACHIEVED

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/ Indicator	2010/2011		2010/2011												Planned Measures For Improvement
							Q1 & Q2 Performance				½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Performance Report		
					Targ et	Actu al	Targ et Q1	Actu al Q1	Targ et Q2	Actu al Q2	Tar get	Actu al	Targ et Q3	Actu al Q3	Target Q4	Actu al Q4	Target	Actual	
3.4.4		with all supply chain management	SCM performance reporting	Date			Mont hly	Mont hly	Mon thly	MO NTH LY	Mo nth ly	MON THLY	Mont hly	Mont hly	Monthly	MON THLY	Monthly		ACHIEVED
3.4.4		regulations, policies, pppfa, bbbee requirements	Functional Bid Committees	Turnaround time			90 days	90 days	90 days	90 DAY S	180 DAY S	180 DAY S	90 days	90 days	90 days	90 DAY S	90 days		PROVIDED
3.4.4		Functional Disposal Committees	% Compliance			100%	0%	100 %	0%	10 0%	0%	100%	0%	100%	100%	100%		NOT ACHIEVED, AS THERE WERE NO DISPOSAL'S.	
3.4.4		Compliance with SCM Regulations	% compliance			100%	100%	100 %	100 %	10 0%	100%	100%	100%	100%	100%	100%		ACHIEVED	
			Reviewed SOP			N/A	N/A	N/A	N/A	N/ A	N/A	N/A	N/A	Jun		Jun		ACHIEVED	
			Turnaround time for quotations			14 days	14 days	14 days	14 days	28 days	28 days	14 days	14 days	14 days	14 DAY S	14 days		ACHIEVED	
3.4.4				Debt recovery	% of debt recovered			30%	30%	30 %	30%	60 %	60%	30%	30%	30%	30%	30%	

KEY:

Priority

NAME OF DEPARTMENT																			
IDP Indicator No.	National KPA	Strategic Objective	Measurable Objective/Output	Performance Measure/ Indicator	2010/2011		2010/2011												Planned Measures For Improvement
							Q1 & Q2 Performance				½ Yearly Perf. Report		Q3 & Q4 Performance				Annual Performance Report		
					Targ et	Actu al	Targ et Q1	Actu al Q1	Tar get Q2	Actu al Q2	Tar get	Actu al	Targ et Q3	Actu al Q3	Target Q4	Actu al Q4	Target	Actual	

Vuna

Additional /Departmental

SECTION J: ANNEXURES

The table below illustrates a list of Strategic Plans for UMzimkhulu Local Municipality that have been developed and attached to the 2012/2013 IDP Review.

No	Document	Status
1	Service Delivery Budget & Implementation Plan (SDBIP)	Attached
2	Spatial Development Framework (SDF) and Maps	Attached
3	Human Resource Strategy	Attached
4	Energy Sector Plan	The DM Available
5	Integrated Transport Plan	Available
6	Revenue Enhancement Strategy	Attached
7	Public Participation Strategy	Attached
8	Tourism Development Strategy	Attached
9	Housing Sector Plan	Attached
10	LED Framework	Attached
11	Framework for Institutional Performance Management	Attached
12	Employment Equity Plan	Attached
13	Disaster Management Plan	Attached
14	Indigent Policy	Attached
15	Turn-Around Strategy	Attached
16	Workplace Skills Plan	Attached
17	Communication Plan	Available
18	Public Participation Plan	Available
19	Risk Management Policy and Strategy	Available
20	Fraud Prevention Strategy	Available
21	Risk Register & Implementation Plan	Available
22	Internal Audit Plan & Methodology	Available